

MAY 15, 1938



TWENTY CENTS

# Sales Management

Kuppenheimer's Fourteen-Point Plan for the Training of Retail Salespeople

How a Radically Improved Product Reopened a "Closed" Market for Magnetos

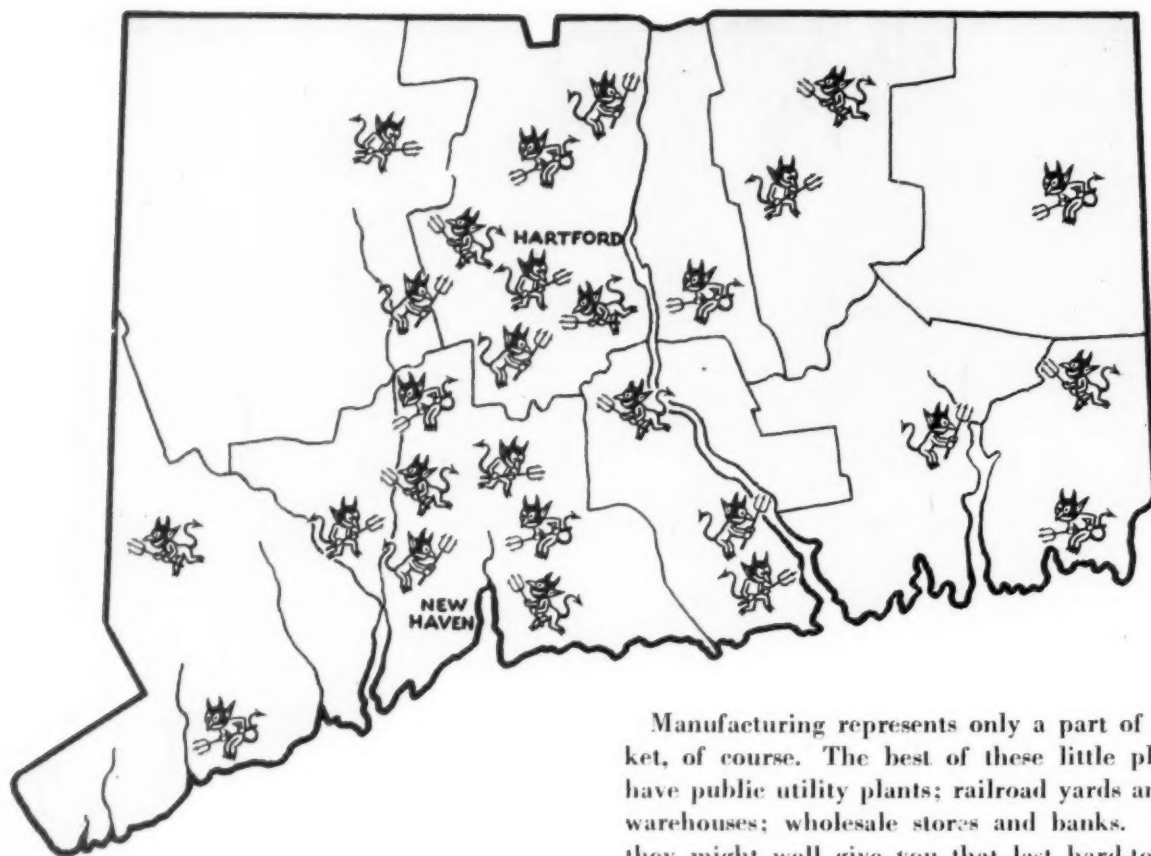
Thousands of Products Need to Be "De-Noised"; Is Yours One of Them?

How to Get Department Stores to Push Consumer Contests—By J. C. Cumming

Spotlight — Significant Trends — Advertising Campaigns — The Scratch-Pad

THE MAGAZINE OF MODERN MARKETING

# ALL OVER HELL'S HALF ACRE



**E**VER ask a salesman why he missed an order? Then you probably have been told:

"I can't be running all over hell's half acre."

And he can't. But you can do part of his running for him. You can dig up live leads in out-of-the-way places. Your Hartford man can afford to go to Thompsonville if he knows there is an interested prospect there.

Connecticut is just one of many states with many big industries in little towns. Thirty-one places of less than 10,000 population have forty-two manufacturing establishments capitalized for a million or more. In fifty towns of less than 2,500 population are seventy-three manufacturing plants capitalized for \$75,000 or more.

Manufacturing represents only a part of the market, of course. The best of these little places also have public utility plants; railroad yards and shops; warehouses; wholesale stores and banks. Together they might well give you that last hard-to-get 15% of sales which makes the difference between a profit and loss at the year's end.

Your salesmen may be justified in missing these off-the-path markets. But *you* need not miss them. You can cover them effectively and economically through Nation's Business.

It, alone, of all business publications, gives adequate coverage of *all* the business market. In cities of more than 25,000 population, Nation's Business has 145,999 paid subscribers. In towns of less than 25,000, it has 146,429. That's about 8,000 more in each group than the next largest business magazine has in all cities, towns and villages of every size.

If you want us to name names, ask a Nation's Business representative to show you his list of big businesses in little towns.

## NATION'S BUSINESS • Washington

**TOTAL NET PAID, A. B. C. — 297,317**

The net paid includes 34,021 subscriptions to members of the United States Chamber of Commerce.

Nation's Business has more than 1,300,000 readers.



**I**T'S open season for taking pot-shots at the Advertising Manager.

Soon as the Big Boss calls for economy, everyone says: "Let's cut down on the advertising."

And what can the poor A.M. do?

He can trot out those old, bewhiskered maxims about perseverance and sticking to your guns.

Or he can try the one about dull days being the time to increase the advertising.

Or he can show how, with less competition, the advertiser gets a better break for his money today.

All these old standbys are sound enough—but somehow they never quite make the grade. There's only one thing management understands in days like this, and that's not good-will or cumulative results or such. It's sales—one hundred cents worth of tangible, traceable sales for every dollar spent in advertising.

This emphasis on results sort of puts us media on the spot. But here's one magazine that doesn't

mind. **THIS WEEK** was born into the cold, calculating 1930's—born with its sleeves rolled up.

We're glad you're watching your dollars today. The other national magazines would be, too, if they could offer you full-color for anything near \$1.46 per thousand families.

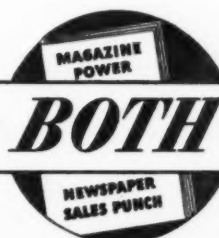
We're glad you're studying your sales map carefully today. Concentration on the big retail markets from coast to coast has always been one of our theme songs.

We're glad you want to test the effectiveness of your advertising today. That gives us a chance to prove the dollars-and-cents value of "selling both sides of the counter."

In fact, we just can't get panicky about the hard-headedness of 1938's advertisers. Because, after all, **THIS WEEK** Magazine was designed for hard-headed advertisers.

Which is probably why its 1938 advertising volume compares more favorably with 1937 than any other national weekly's.

**THIS WEEK** *sells BOTH sides of the counter*







## We Are Seven

A single-track mind isn't necessarily a liability, especially when it runs in the family. It may turn out to be the basis of a profitable business.

At 27 South 18th Street, Philadelphia, in the Martino Studios, —commercial art and design— are seven brothers whose brushes influence many a national advertising campaign. We first met M. Frank Martino, eldest of the tribe, when we called there to seek a new cover design (the present one) for SALES MANAGEMENT.

Frank gave up story illustration back in 1920 and, with Antonio, second in order of age, started a commercial art studio; gradually the other brothers, Albert, Ernest, Giovanni, William and Edmund, joined up. All came via some advertising agency (Ernest and Willy both worked for N. W. Ayer), some lithography house (Tony and Albert served with Ketterlinus), or some other art studio. Mamma and Papa Martino are native Italians, but the boys are all American-born.

As nearly as art can be put on an assembly-line production basis, the Martinos have done it. For scarcely a job comes into the shop that three or more of them do not share in handling. Antonio and Giovanni do figure work; William, Ernest and Edmund are layout, lettering and design experts. But all of them are multi-dextrous, which comes in rather handily when some Philadelphia advertising agency wants a complete job in four hours flat. (When the used car jam started to move a month or so ago, Ayer decided to release a series of 14 newspaper advertisements plugging new Fords. Assignments for 14 layouts and art work came into the Martino studio at 6 p.m., were back at Ayer complete at 10 next morning.)

When you see a poster signed "Martino" (the standard signature), you know it probably stands for at least a quorum of the Martino septet with respect to the talent it represents. Under the capable artistic Martino fingers emerge layouts, art work, posters, portfolios, and package designs for such clients as Scott Paper, Yardley, Ford, Kellogg, and the French Line.

Art is the Martinos' hobby as well as their business. All paint in their spare time, and the Philadelphia studio is loaded with canvasses that have been hung at some of America's snootiest art exhibits. Tony, an associate in the National Academy of Design, has a mile-long string of honors from such showings. Among them: the J. Francis Murphy Memorial Prize of the National Academy (1926), a medal from the Philadelphia Sketch Club (1926), first Hallgarten prize, National Academy of Design (both 1927 and 1937), and the \$800 first prize of the Wanamaker Gallery.

The Wanamaker Prize was given to Tony's "Jefferson Street Snow Scene." Both Tony and Giovanni are specialists in snow effects, and both are likely as not to disappear from the 18th Street studio any Winter day two minutes after there's a flutter of white in Rittenhouse Square. Frank, when he isn't gummed up with the business details, runs around with a camera. What

he gets on a small square of gelatin is likely as not to show up later in some direct advertising piece neatly transformed into a wood cut. It's easier—and cheaper—to work from a photograph than to send an artist out to sit for half a day in front of some historically important old building whose characteristic outlines are needed for some advertising purpose.

## Rod-Riders' Gazette

The Spring issue of *The Hobo News* is out, and if you haven't read *The Hobo News* you owe it to your sense of humor and your edification about the Genus Hobo and the Hobohemian movement to send a dime pronto to the office of this rare news sheet—a cellar, located at 44 West 17th Street, New York—and get a copy. [Not an adv't.—just the SM Hobo Editor's enthusiasm.]

It's a quarterly, published sometimes seven or eight times a year, depending on the mood of its hobo editor, business manager and field correspondents. The editor is 80-year old Dan O'Brien who once ran for Mayor of New York City on the hobo ticket and got 19 votes. Jimmy Walker got the rest, so O'Brien didn't feel very bad about his defeat. He wandered away from his native Carriak-on-Suir, County of Tipperary, South of Ireland, some 50 years ago and never stopped for very long at a time until he got to be editor of *The Hobo News*. Now the business of editing has him tied down, but he likes it because he has a chance to expound his carefree philosophy and his native Irish wit to a lot of readers.

Business Manager Patrick Bernard Mulkern helps Editor O'Brien put the paper out. Mulkern runs the printing press, and his wife Lucy cooks meals in the kitchen of the cellar office. Any hobo with 50 cents can invest it in Lucy's cooking and get a nourishing meal out of it.

The paper was first published two years ago. It had 75 subscribers, now has 117. But the publishers discourage regular subscriptions. The paper is printed for hobos and—well, hobos just naturally don't have regular addresses. Forty thousand copies of the Spring issue were printed, and O'Brien and Mulkern expect to sell all of them. *The Hobo News* is on newsstands for the first time, and hobo friends of Mulkern and O'Brien are helping out the circulation by peddling the paper up and down Manhattan's 42nd Street during the busiest hours of the day.

Cartoons are the paper's most obvious source of humor, but every story and column has its quirk. The Spring issue publishes the Platform of the Hobo Fellowship of America, which is, in part: "Immediate establishment of a hobo and hoboette colony." "Immediate establishment of a hobo and hoboette nudist colony." "All railroad detectives to carry affixed to their left arm a substantial brass bell, which must be sounded and must be plainly audible when they are 'on duty'." "Immediate installation, in parks and public places, of free lunch buffets." Etc.

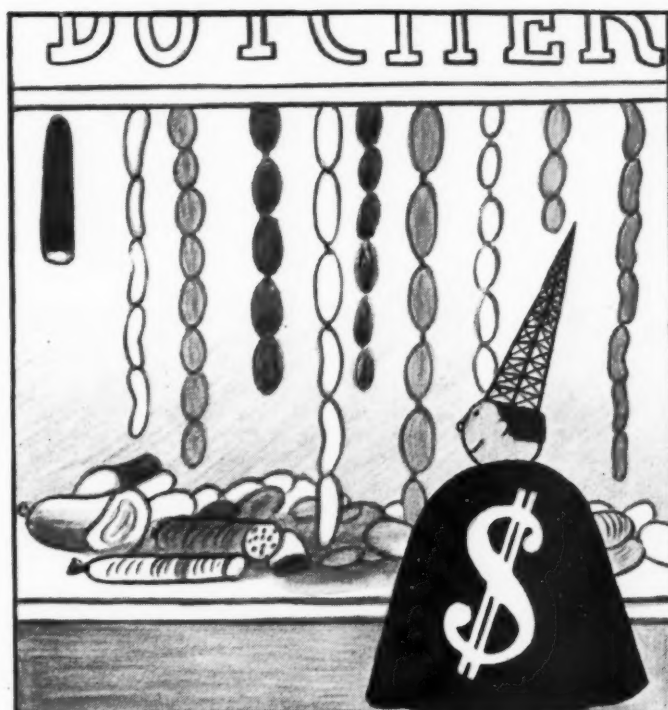


Editor O'Brien tells about riding-the-blind.

SALES MANAGEMENT, published semi-monthly, on the first and fifteenth, except in April and October, when it is published three times a month and dated the first, tenth and twentieth; copyright May 15, 1938, by Sales Management, Inc., 420 Lexington Avenue, New York, N. Y. Subscription price \$4.00 a year in advance. Entered as second-class matter June 1, 1928, at the Post Office, N. Y., under the act of March 3, 1879. May 15, 1938. Volume XLII. No. 11.



## The Adventures of Ray D. O'Dollar—No. 3



**RAY:** They certainly are nice looking sausages. But one of those super-sized strings is a lot more than I need right now.



**RAY:** I'd like a string of three sausages, please.  
**BUTCHER:** Tree? No, Signor! No sell one-two-tree! Gotta take 'em whole string pups!



**RAY:** But I'm a Mutual Dollar.  
**BUTCHER:** Aha! Eez a big differenta! For Mutual—you can buy 'em one-a-two-a-tree. You gotta your choice!



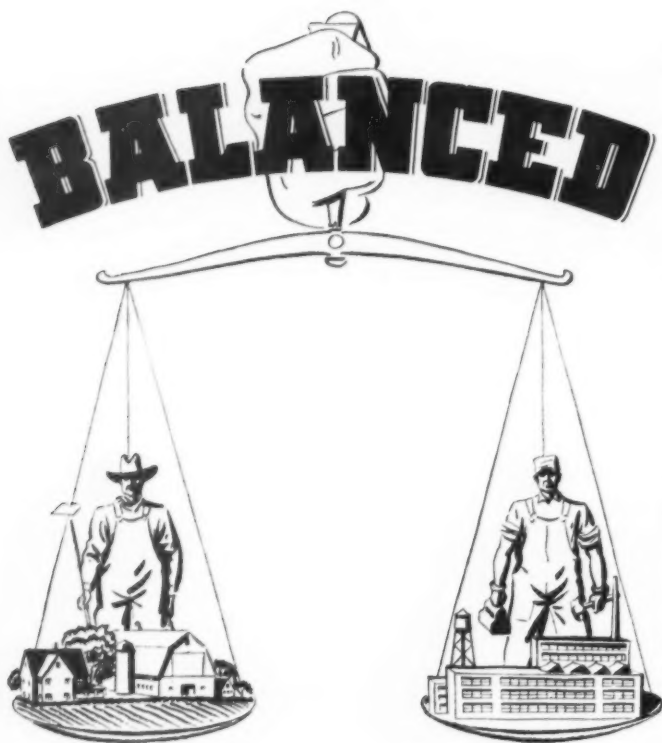
On Mutual you can link together just those stations that fit your distribution and budget.

The makers of Ironized Yeast join WGN-Chicago, WOR-Newark, CKLW-Detroit-Windsor, and WLW-Cincinnati, for \$2,011 a quarter-hour evening. Elizabeth Arden broadcasts over 32 Mutual stations from coast to coast (including 12 of the nation's leading 20 markets) for only \$3,244 a half-hour evening.

You can get, on Mutual, just as remarkable a network bargain.

**MUTUAL  
BROADCASTING SYSTEM**

YOUR NETWORK DOLLAR GOES FURTHER ON MUTUAL



URBAN centers most productive of sales today are those in which industry is not only diversified but balanced as to relative payroll importance. In Milwaukee, no one industry provides more than 10 per cent of the factory payroll—the sixth largest factory payroll of any city in the United States.

Buying power in the trading area is further balanced and stabilized by diversified farming. In Wisconsin, no one crop is king. Depending primarily on dairy products, the average Wisconsin farmer derives a steady income from twenty different sources.

Cushioned against violent fluctuations in earning power by balanced income sources, and thoroughly covered by one newspaper, the Milwaukee-Wisconsin market is outstanding for economical, profitable marketing today.

*The*  
**MILWAUKEE JOURNAL**  
FIRST BY MERIT

*The Hobo News* runs a society column to keep up with the activities of Fellowship members. "At a recent informal gathering of hobos, in the backroom, Master-Hobo Paul Feeley produced a new and unopened package of chewing tobacco and invited his colleagues to share the weed with him," says the column. Or "Hobo 'Curly' Cummings, formerly unemployed, is now employed in bathing cups, plates, etc., in a local boarding house." Or "Master-Hobo Jack Sheridan, the locally resident one-half of twin offspring fathered by Past Master-Hobo James Sheridan, Sr., of Chicago, again was heard delivering one of his many lectures at a local studio the other evening."

Ads are few and far between, usually offering for a quarter or a dime booklets on how to learn tap dancing, boxing or horoscope reading without instruction. A column of professional cards offers personal services such as the following: "Hobo Treasurer and Pork Chop Money Dispenser, Past Master-Hobo Ben Reitman; disbursement office 32 N. State St., Chicago, Ill.; put your case history into writing, state how many days gone without food, etc., before applying." . . . "Riding-the-rods Technical Advisor, freight car division, Master-Hobo Karl Werden, consultation office bench 33 Union Square, N. Y. C." . . . "Decking & Riding-the-blind division, Technical Advisor Master-Hobo Patrick (Casey-at-a-bat) Harrigan; fee one drink per mouthful of information; office lee-side of fourth tie pile, U.P. yards, Omaha, Neb."

### "Worsinger Photo"

That's a credit line you're likely to see in any American trade journal circulating among retailers and in quite a few foreign ones. Karl J. Worsinger, head of the N. Y. firm that bears his name, is an important figure in the display world, and, rightly so, for he pioneered in the photographing of displays—and without photography, display would not have attained its present status. Window decorators borrow, and are stimulated by, one another's ideas—and the *idea* is the essential germ of a display. Obviously, they can't spend much time traveling about to look at the windows of competitive establishments; they look at photographs of them, in trade journals.

Mr. Worsinger, whose business grew up with display, was a window trimmer before the World War. During the war he was in the photographic department of the Engineers Corp. When peace came he was undecided as to whether to go back to window trimming or to go into photography. Finally, he combined the two, opened a studio in New York and began to photograph interior and window displays. He knows good display when he sees it, and therefore knows what is worth photographing. This has endeared him to trade paper editors. Moreover he had been a member of a displaymen's association and his acquaintanceship in the field helped him get orders from the beginning of his career as a display photographer.

He was not long content, however, with hit-or-miss orders. About 15 years ago he inaugurated a service for retailers, through which he supplies to members pictures of outstanding displays in New York. The Master Service consists of 50 photographs a month, divided into three groups—Interiors, General Merchandise and Women's Apparel—which may also be bought separately. Subscribers receive 8" x 10" glossy prints and meaty captions, descriptions of each display (written by an advertising copywriter), with information about color schemes, backgrounds, showcards and advertising messages.

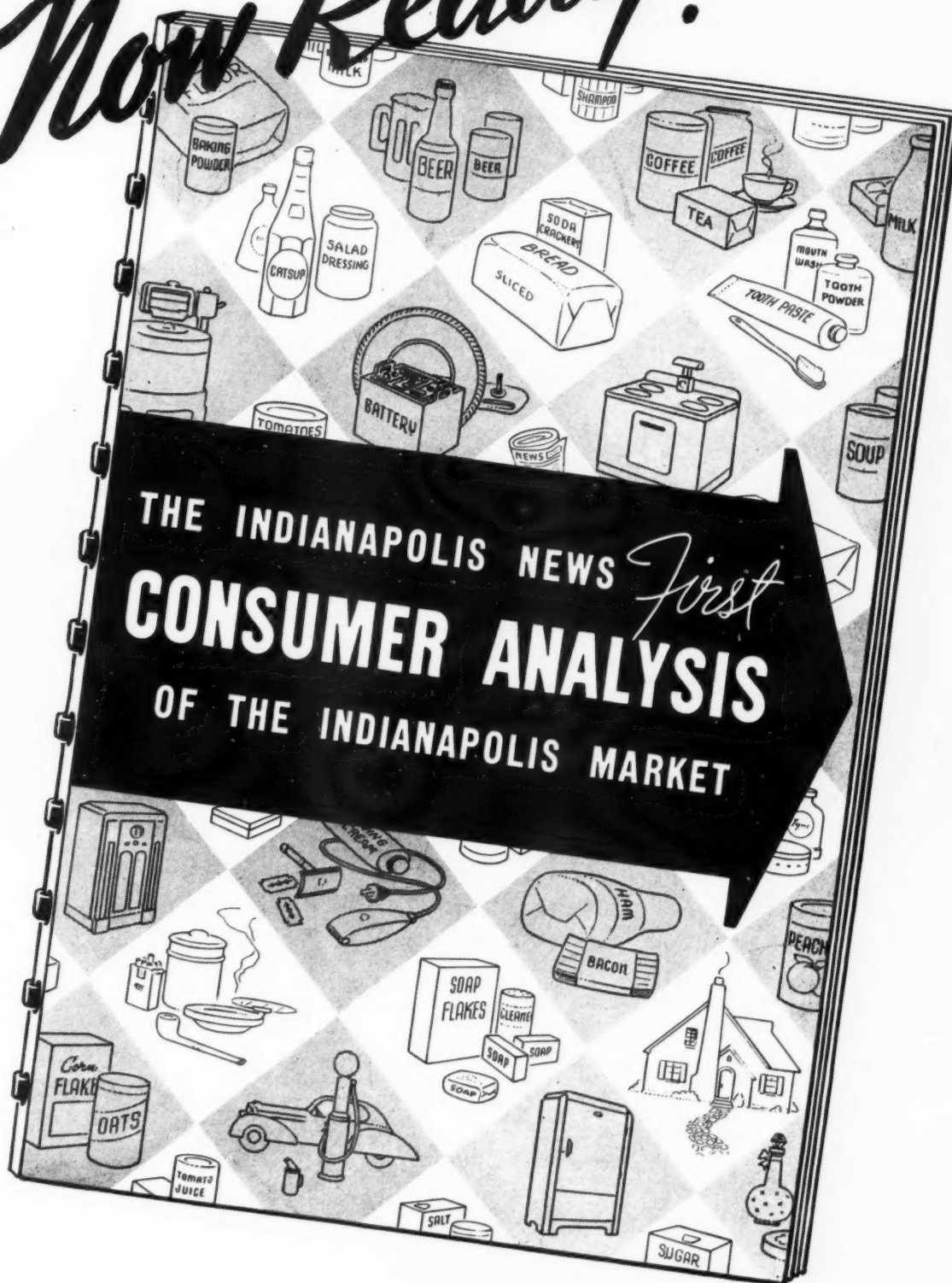
His men get rid of reflections by holding a backdrop behind the camera, opposite the window photographed. Rolled tight on two poles when not in use, the backdrop, a black cloth, may be unfolded to a length of 30 feet. It's heavy and dreary-looking, and once a bus driver upon noting it asked if they were pallbearers en route to a funeral.

The Worsinger cameramen travel in threes—and they travel fast, sometimes making as many as 100 exposures in one night. Monday is the big night of the week, when they take as many pictures as possible—so as to get them out while they're still news.

Who buys the vast quantity of display photographs that are turned out each week? Store owners and managers, of course; manufacturers of merchandise shown in windows; manufacturers of mannequins, crepe papers, fixtures, window glass, lighting fixtures, signs and accessories; magazine publishers (not just trade paper publishers, either); and, of course, display workers, to whom photos often mean raises in salary and offers of new jobs.

SALES MANAGEMENT

*Now Ready!*



# THE INDIANAPOLIS NEWS

New York: Dan. A. Carroll • 110 E. 42nd Street

Chicago: J. E. Lutz • 435 N. Michigan Ave.

MAY 15, 1938

[ 5 ]



# Sales Management

VOL. XLII. NO. 11

MAY 15, 1938

## CONTENTS

### Dealer Relations

- Borden's Builds Store Traffic for Dealers with Premium Campaign..... 48  
Dealer Contests Win Big Retail Push for Durand Candies..... 54  
How to Get Department Stores to Push Your Consumer Contest..... 46  
*By James C. Cumming, The Grey Advertising Agency, Inc., New York*

### General

- Significant Trends ..... 15  
Spotlight ..... 35

### Market Research

- A Market Picture of Women Who Work..... 23

### Product Design

- Quiet, Please! ..... 21  
*By Elna M. Kelley*

### Sales Campaigns

- "Frosted Malted" Sweeps America; Equipment Makers, Dealers, Profit..... 50  
*By Lester B. Colby*  
This Improved Product Reopened a "Closed" Market for Magnetos..... 43  
*By M. S. Sullivan*

### Sales Training

- Kuppenheimer's 14-Point Plan for Training Retail Salespeople... 18  
*By M. M. Lebensburger, Advertising and Promotion Manager,  
The House of Kuppenheimer*

### Departments and Services

- Advertising Campaigns ..... 24  
Advertising Agencies ..... 58  
Comment ..... 74  
Important Conventions to Come..... 68  
Letters ..... 56  
Marketing Flashes ..... 32  
Media ..... 60  
Sales Letter Round Table ..... 70  
Scratch-Pad ..... 30  
The Human Side ..... 2  
Tips ..... 72

### Notes from the Managing Editor's Desk

If you sell any type of drug product you'll want to watch for the Ross Federal survey scheduled for the June 1 issue. Similar to the job done covering groceries in the New York metropolitan area, this one will report interviews with druggists in the Chicago area on what manufacturers' products they like to sell the most (and the least!) and why.

\* \* \*

By now you, too, have probably sampled "the drink you eat with a spoon"—otherwise known as a frosted malted. This confection, in its various versions, has swept the country and it seems likely to be the forerunner of a whole new family of soda fountain delicacies. All about frosted malted: See page 50.

\* \* \*

Shall we see you in Dallas? Last call for the Annual Convention of the National Federation of Sales Executives. Dates: May 19, 20 and 21. Fresh sales ideas, capable speakers, exhibits, entertainment, a barbecue, and plenty of that old southwestern hospitality! Better come along.

A. R. HAHN



EDITORIAL STAFF: RAYMOND BILL, *Editor and Publisher*; PHILIP SALISBURY, *Executive Editor*; A. R. HAHN, *Managing Editor*; E. W. DAVIDSON, *News Editor*; M. E. SHUMAKER, *Desk Editor*; F. R. PETRON, *Production Manager*.  
ASSOCIATE EDITORS: JAMES R. DANIELS, LAWRENCE M. HUGHES, LESTER B. COLBY, D. G. BAIRD, RAY B. PRESCOTT, L. R. BOULWARE, FRANK WAGGONER, S. A. WRIGHT.

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154,681 requests for information about industrial products were received by McGraw-Hill from 21,292 engineers and executives within the last 6 months.

*Every single request was inspired by reading the pages of McGraw-Hill publications.*



**McGRAW-HILL PUBLISHING COMPANY, INC.**

330 WEST 42nd STREET, NEW YORK, N. Y.

Offices in—ATLANTA • BOSTON • CHICAGO • CLEVELAND  
DETROIT • PHILADELPHIA • SAN FRANCISCO • ST. LOUIS



"I like the honest, fearless kind of journalism the Ladies' Home Journal is creating. I believe the women of America appreciate the compliment the Journal pays them when it treats them like intelligent adults, and talks up to them instead of down."

**Dorothy Thompson—Journalist**

# Today

## The Ladies' Home Journal

**A**LTHOUGH the Journal is not a news magazine—it is making news. The monthly reports from its nation-wide survey, "What the Women of America Think," are being headlined in newspapers throughout the country—make the text of innumerable editorials, "columns," radio talks.

Its unprecedented articles on



"We of the younger generation are getting a big thrill out of the Journal's fashion pages. They've got swank and glamor, and they're practical—even for the young person's pocketbook. Your fiction is splendid—I can hardly wait for Journal day."

**Cobina Wright**  
DEBUTANTE

"The Journal has stepped up into the news," declares Gabriel Heatter, famous radio commentator, who recently based one of his most interesting radio talks on the Journal's nation-wide survey of American women. "The Journal has undertaken a fascinating and stupendous task," he commented.

**Gabriel Heatter**  
RADIO COMMENTATOR



"I find many interesting facts about women in the Ladies' Home Journal," states Walter Winchell, world-famed columnist, who recently picked figures from the Journal's birth-control survey to feature in his column.

**Walter Winchell**  
COLUMNIST



"Although your frankness may shock some people, you are waking women up with your discussions of vital facts," says Betty Neubrand, president of the Panhellenic Council, University of Pittsburgh. "I like this frankness and my friends echo my feelings."

**Betty Neubrand**  
COLLEGE GIRL



# *is* NEWS

syphilis have started among thousands of its readers a personal crusade, which has rolled up to the very doors of Congress and the White House, and has set in motion powerful machinery to end this plague forever in our land.

And more important even than the new facts and ideas from the out-

side world which the Journal every month is bringing to its readers—

It is awakening millions of women to the discovery of new powers within themselves. New powers of personal growth and activity. New possibilities in living.

This is what makes a truly vital advertising medium.

"You'd be surprised if you knew how many of the stars are reading 'What the Women of America Think,' in the Ladies' Home Journal. It's being discussed in all the Hollywood dressing rooms."

**Irene Dunne**  
MOVIE STAR



"The Ladies' Home Journal is mobilizing the women of the country into action on important questions—as, for example, the syphilis bill. Its influence is extraordinary—due, I believe, to its very intelligent leadership."

**Mrs. Artemus Gates**  
SOCIETY WOMAN



"The Journal is getting women not only to think—but to *act* on public questions," says Mary Margaret McBride, favorite columnist of the air, who rarely misses an occasion to quote from the Journal's "What the Women of America Think" survey.

**Mary Margaret McBride**  
COLUMNIST OF THE AIR



"My hat is off to the Journal," says Dorothy Dunbar Bromley, leading woman editorial writer for the *N. Y. World-Telegram*. Every month for four months, Columnist Bromley has devoted an article to the Journal's survey.

**Dorothy Dunbar Bromley**  
COLUMNIST

# Ladies' Home JOURNAL

The Curtis Publishing Company, Philadelphia, Pa.



## OUTSTANDING IN AN OUTSTANDING MARKET

\* Publisher's A.B.C. statement, March 31, 1938

The Newark Evening News has gained distinction for its ability to present news of events, personalities and trends within its own environment—Newark, Essex and adjacent counties, New Jersey at large. It particularizes in news of North Jersey's fine suburban communities.

In no other metropolitan newspaper can North Jersey residents find this unique combination of news of their home town together with the latest in state, national, and world affairs.

The Newark Evening News is unusual in this respect. It is the complete newspaper.

Over 154,000\* families in the rich North Jersey market accept the Newark Evening News in their homes daily. If you want acceptance for your product, too, insure your sales with a schedule in the

**Newark Evening News**  
NEWARK, NEW JERSEY

O'MARA & ORMSBEE, Inc.—General Advertising Representatives—New York • Chicago • Detroit • Boston • San Francisco • Los Angeles • Atlanta



Your 1938 advertising has a heavier load to carry. The going is rougher. You need a powerful sales producing vehicle to pull you through the current crop of economic "ups and downs" and *keep your figures on the right side of the ledger.*

Fortunately, in the Chicago market, there is an advertising vehicle that meets these specifications. Now, for the first time, the daily Chicago Herald and Examiner and the Chicago Evening American—two proved and powerful newspapers—are offered on an optional combination plan.

Here is a sales producing vehicle that reaches more than 700,000 alert, up-and-spending families (at a cost of only a dollar a line) to provide blanket coverage of the nation's second market. For the kind of coverage that makes sales go up and costs go down—USE THE COMBINATION.

**DUAL DRIVE**  
*for Heavy Sales Jobs*

**CHICAGO HERALD AND EXAMINER**  
**CHICAGO EVENING AMERICAN**

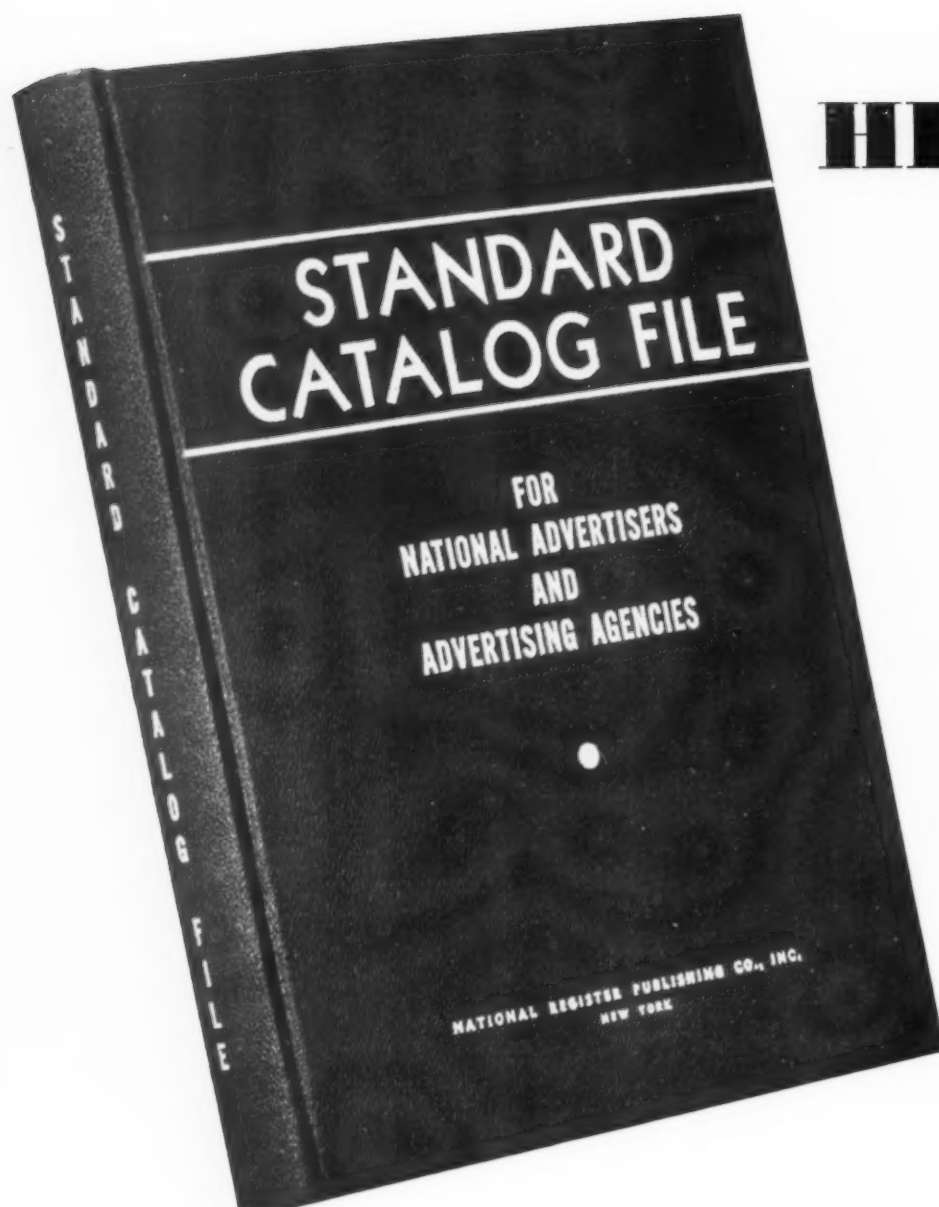
NATIONAL REPRESENTATIVES: HEARST  INTERNATIONAL ADVERTISING SERVICE

RODNEY E. BOONE, General Manager

MAY 15, 1938

[ 11 ]





## HERE'S A

**The 1938 Edition  
is being compiled  
NOW**

The Standard Catalog File is a Group Catalog, published annually, in which catalog pages or sales bulletins, illustrating or describing your product or special service, may be included.

It is distributed free of charge to a carefully selected list of 3,000 National Advertisers and Advertising Agencies—including a considerable majority of those expending large sums of money to advertise trademarked products, etc.

It is in daily use for a period of one year, hence this provides an opportunity for a large showing of your product or service—for a long time—at a small cost.

### *3 important reasons why the "Catalog File" will do a good job for you . . .*

● **Permanence.** It has been demonstrated that this Group Catalog plan, with all products and services cross indexed, is the only means by which the seller can be sure that his sales message or catalog will be always available for quick reference.

● **Controlled Circulation.** By our free distribution it is possible to control dis-

tribution to a carefully selected list of National Advertisers and Agencies.

● **"Certified" Distribution.** A certified copy of this list is furnished all firms represented. Only by this plan can they KNOW definitely the actual number of copies in active use, also the firms and individuals who receive them.

# REAL SALES BUILDER

**In 1937** One hundred and four printers, manufacturers, and service organizations combined with the publishers in producing the First Edition of the STANDARD CATALOG FILE for National Advertisers and Advertising Agencies.

The Advertising Manager of one of America's largest Manufacturers of Optical Goods writes, "*We have often wondered why some one did not publish a competent advertising annual. You can rest assured your Standard Catalog File will be carefully preserved.*"

The President of the Company making a widely advertised beverage writes, "*You have supplied a much needed service to advertisers in assembling in bound form information that they should have if they are to make an intelligent selection.*"

The Publicity Director of one of the foremost Manufacturers of Air Conditioning Equipment states, "*The Standard Catalog File is destined to become the 'bible' for buyers of advertising and sales promotion material.*"

The Production Manager of one of the largest Advertising Agencies writes, "*We now have at our finger tips a reference record which can be invaluable when requested by a client to furnish instant information.*"

\*The above expressions are typical of approximately one thousand letters received from well known National Advertisers and Agencies. They provide abundant evidence of the definite need for this service.

(\*These original letters may be inspected at our office.)

**Now in 1938** The second Annual Edition is being compiled and will go to press *July first.*

**An Economic Solution:** The Standard Catalog File is a great convenience to the busy executive who receives this service, and their letters make clear that they prefer catalogs and sales bulletins furnished in this form. Those having products or services to sell these important buyers of advertising should welcome this opportunity as it provides an economic solution to a difficult problem.

*Write us for specimen pages, descriptive bulletin and rate schedule.*

**NATIONAL REGISTER PUBLISHING COMPANY, Inc.**

(Incorporated 1915)

330 W. 42nd Street  
NEW YORK

333 N. Michigan Avenue  
CHICAGO, ILL.

National Register Pub. Co. also publish The Standard Advertising Register or "Red Book" of National Advertisers and The Agency List of Advertising Agencies



## THEY RUN AN 8½ BILLION DOLLAR BUSINESS

You know how important late, accurate information is to *your* business. Farm operation requires it even more, because the operator—the farm family—is at once capitalist, laborer, financier, salesman, purchasing agent, and citizen.

Four-day writer-to-reader service was pioneered by Farm Journal to meet the needs of today's farm family. Farm Journal gathers and interprets all the news that affects farming, and *delivers* it in time to be really useful—one full month earlier than is possible without 4-day writer-to-reader service.

# FARM JOURNAL

Washington Square, Philadelphia

THE NATIONAL NEWS MAGAZINE FOR THE FARM FAMILY



## Significant Trends

*As seen by the Editors of SALES MANAGEMENT for the fortnight ending May 15, 1938:*

# Forget Politics

## Forget Politics

The other day Lew Hahn, general manager of the National Retail Dry Goods Association, spoke at a luncheon meeting and urged business men to forget the political conflicts and uncertainties in Washington and concentrate on meeting the every-day needs of the country's population of 130,000,000.

● ● ● "Business men have been going around with long faces for such an extended period that it is high time this attitude was eliminated," Mr. Hahn said. "While trying to do business in Oshkosh, Kalamazoo or anywhere else, their real attention has been centered on Washington. They have forgotten that there are 130,000,000 people in the United States who intend to go on living, New Deal or otherwise, and most of them will do it. Merely serving the 130,000,000 is a big job for business."

● ● ● One of the most encouraging of recent developments is the fairly general acceptance of the fact that while business is as unlikely to become New Deal as the President is to become downright conservative, both the President and leaders of business have decided that they simply must live in the same country for the next two and a half years or give it back to the Indians.

● ● ● THE LITTLE BUSINESS MEN MEETING in Washington a few months ago stimulated the organization of many national and state associations dedicated to the fundamental idea that the small *entrepreneur* shall and must continue to take an active part in our economic life. In answer to a number of subscribers who have inquired about these organizations, here is a list of the national groups: American Federation of Little Business, 1627 K Street, Washington, D. C.; American Small Business Council, 1341 Connecticut Ave., Washington, D. C.; Independents, Inc., 2861 Gravois Ave., St. Louis, Mo.; Little Business, Inc., 5740 Cass Street, Detroit, Mich.; Little Business Men of America, 410 S. Spring Street, Los Angeles, Cal.; Little Business Men's League of America, 310 N. Michigan Ave., Chicago; National Advisory Organization, Bay Street and Victory Blvd., Tompkinsville, Staten Island, N. Y.; National Assn. of Little Business, 7355 Michigan Ave., Chicago; National Confederation of Business and Industry, 697 E. 132nd Street, New York City; National Small Business Men's Assn., 163 N. Union Street, Akron, Ohio; Nation's Smaller Business Council, R. 402, 149 Broadway, New York City.

● ● ● **TWO FTC COMPLAINTS** issued during the fortnight involve big companies and important marketing problems. The Commission alleges unfair competition by Johnson & Johnson, the Kendall Co. and the Bay Co. in the sale of medical supplies. These three companies make approximately 85% of the national production, according to the complaint, and "by agreement among themselves are alleged to have fixed and maintained selling prices for gauze bandages, bandage rolls, cotton sponges, napkins, pads, adhesives and similar products, and for that purpose, to have divided the United States into zones." The agreement is said to have been made effective in September, 1933, prior to which the companies had been in competi-

MAY 15, 1938

tion with one another as to price of their products.

● ● ● The other complaint charges violation of the Robinson-Patman Act and is directed against the Master Lock Co., of Milwaukee. The interesting feature of the complaint is that it alleges the company's sales policy ordinarily is to grant an additional 5% discount and freight allowances to customers whose cumulative purchases total more than \$10,000, but that this additional discount is given to Butler Bros., Chicago, which maintains branches in Chicago, Boston, New York, Minneapolis and San Francisco, "but that no single branch purchases any amount totaling \$10,000 a year." If the FTC is upheld in this complaint it will prevent companies from crediting drop shipments to the home office account.

● ● ● The A & P SECURED AN INJUNCTION restraining Minnesota from enforcing operations of the Unfair Trade Practice Act. The chain brought suit to prevent enforcement of the law, which would have required all

**NOW** —when savings are all-important **FIGURE YOUR SAVINGS ON**  
**MACY'S DRUGS & COSMETICS!**

[illegible]

# SAVE WITH SAFETY!

Macy's quarrel with the makers of price-maintained merchandise is now out in the open, as shown by this page from a New York newspaper. For several months the store ran advertisements comparing certain of their private brand products with unnamed aspirins, hair tonics, and the like. Now they name names as well as citing comparisons of quantity and price. Such leading exponents of price maintenance as Squibb, Colgate, Bristol-Meyers and Johnson & Johnson find several of their products in this comparative copy.

types of food stores under one ownership to charge the same prices regardless of varying business costs.

● ● ● The court held that "differentials in price justified by differences in selling costs at different stores have not heretofore been considered as iniquitous, wrongful or unfair . . . The effect upon competition of differences in selling costs is the normal and natural result of fair competition between merchants whose overhead expenses differ. This type of competition is to be encouraged, rather than restrained."

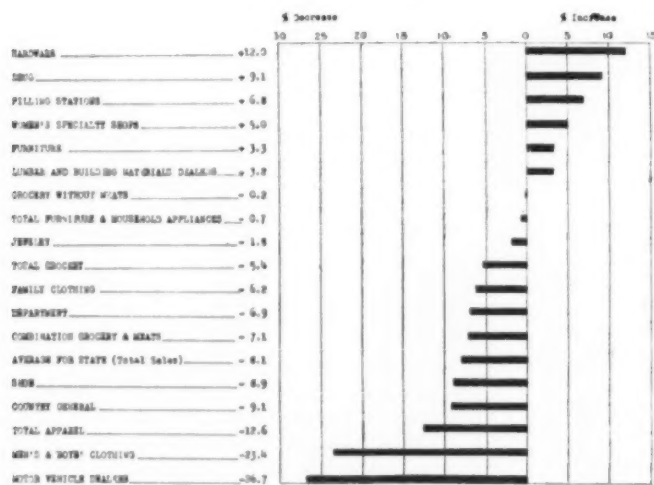
## Market Highspots

The Brookmire Economic Service, in its current income map, predicts that the decline in national income is largely over and that the aggregate income during the Summer will be fairly well maintained. States where estimated consumer income for the next six months is likely to be more nearly normal than for the country as a whole are, according to Brookmire, Washington, Oregon, California, Nevada, Idaho, Montana, Wyoming, Utah, Colorado, Arizona, New Mexico, Texas, Oklahoma, Kansas, Nebraska, South Dakota, North Dakota, Minnesota, Iowa, Missouri, Arkansas, Louisiana, Florida, Wisconsin, New York, New Jersey, Maryland, Delaware, Virginia and New Hampshire.

● ● ● BUILDING ACTIVITY HAS INCREASED slowly but surely, and the conservative F. W. Dodge organization states "many observers think that mid-Summer will find building at a normal level." March activity was double that of February, and while complete figures are not available for April the major engineering construction awards, according to *Engineering News Record*, averaged the highest weekly volume for any April since 1931.

● ● ● All of the figures seem to add up to a general building revival from the recent greatly depressed levels. The output of both lumber and cement has jumped recently and there is quite a possibility that building, rather than automobiles, may furnish the stimulus to general revival.

RETAIL SALES, EMPLOYMENT STORES - IOWA  
MARCH 1938 COMPARED WITH MARCH 1937



Business isn't bad in every line and in every locality. Sales figures released by the Bureau of Foreign and Domestic Commerce again focus attention on the mistakes some manufacturers are making in instituting blanket cuts in their sales and advertising. The chart above gives a picture of sales of independent stores in Iowa for March, 1938 and 1937. Increases were shown in nearly as many lines as there were decreases. There is really no such thing as a national sales picture.

● ● ● AUTOMOBILE DEALERS passed a resolution urging a return to the January introduction of new models. If the date is pushed ahead from November there is not likely to be any early Fall pick-up in motor car production, and the makers of machine tools and parts will also have to put their recovery dates ahead at least two months.

● ● ● MILDLY BULLISH NEWS of the fortnight includes the following: The decision of the United States Steel Corp. to sell a \$100,000,000 issue of ten-year bonds means that our premier industrial corporation has confidence in the near-time future . . . Replacement tire sales in April were ahead of a year ago . . . Bank debits for the last week in April were only 9% below the same period a year ago, after having averaged more than 20% behind for several weeks . . . Farm income in March was 67% of the 1924-29 average, as against 62.5% in February . . . Stocks of raw materials in the hands of manufacturers declined 10% from February to March.

## Our Hired Girls

There now are statistics to show that James Whitcomb Riley's children's classic, "Our Hired Girl," no longer portrays the typical in American village life. According to Dr. Louise Stanley, chief of the Bureau of Home Economics, "The importance of 'our hired girl' in the living patterns of village families has decreased (except in the Southeast) as services of commercial bakeries and laundries have increased, as canneries and garment factories have grown, and as labor-saving devices have come into the home. Then, too, many homemakers would rather spend for a car and widen their social contacts than to spend for a maid if this means only leisure to sit on the front porch and watch the neighbors ride by."

● ● ● TOURISTS ARE BEING LURED by \$2,594,250 of advertising funds appropriated by 40 states, according to a survey made by the *Hotel World-Review*. This sum does not include the amounts spent by private agencies. Of the state appropriations Pennsylvania leads with \$250,000 annually, while Washington and New York are each spending \$150,000. The New York World's Fair announces that 38 states have indicated that they would take space.

● ● ● FOOD PACKAGES are being redesigned by many manufacturers as a result of the increased importance of super-market stores. They see the need for treatment of package, can and jar labels in poster style, strong, legible, and striking in color. There is likewise a decided trend toward product descriptions and recipes on labels, and for double labeling, with fronts and backs identical, in order to minimize the chance of products being placed face in when stock boys replenish supplies in bins and on shelves.

● ● ● Commercial films have so far penetrated the motion exhibition field that last year 42%, or about 7,000, of all theatres in the United States showed them, according to a survey made public by the Bureau of Advertising of the American Newspaper Publishers Association. Paramount has agreed to exhibit commercial films in its 1,200 theatres, RKO and 20th Century-Fox may follow suit, but Loew's, Inc., has announced that it will continue not to show such films. *Barron's Weekly* estimates that makers of these films expect to increase sales this year to \$10,000,000 from the 1937 volume of \$5,000,000.

SALES MANAGEMENT

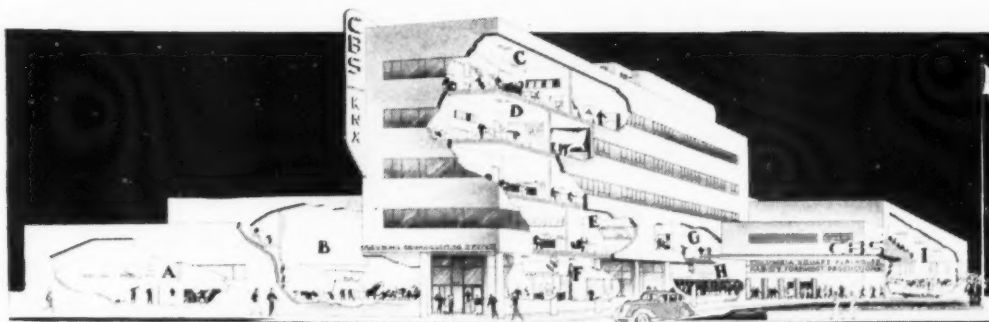


**Tar Heel:** E. H. Little (immediate right) has been elected president of Colgate-Palm-Olive-Peet Co. Starting as a salesman with the old Colgate Co. in his native Charlotte, N. C., in 1902, from 1933 on he was v.p. in charge of sales and ads, rebuilt the sales force, helped to shove volume from \$62,000,000 to \$100,000,000 a year.

**Mr. Secretary:** Richard C. Patterson, Jr. (extreme right), has been named Assistant Secretary of Commerce by the President. His business career includes posts with J. G. White Engineering Corp., du Pont de Nemours & Co., president of Peacock Corp., v.p. of National Broadcasting Co. He organized the business end of the Paris Peace Conference under appointment of General Pershing.



Ben Pinchat, N. Y.



**Hollywood CBS:** The new \$2,000,000 Columbia Square, housing KNX, has at A, organ studio; at B, studio for small orchestras; C, office of CBS Vice-President Donald W. Thornburgh; D, executive quarters; E, news or commentator-type studio; F, switchboard, information booth and starting-point for guest tours; G, studio for vocalists; H, nerve center; I, 1,057-seat playhouse. See story on page 63.

## NEWS REEL



**Perfectionist:** Lothair Teetor, former v.p. succeeds his father, the late C. N. Teetor, as president of the Perfect Circle Co., Hagerstown, Ind., thus carrying on a family tradition. All three presidents of the firm since its founding in 1895 have been Teetors.



**Carpet Man:** Harold Stewart Birkby is appointed s.m. of Hodges Carpet Co., Indian Orchard, Mass., in charge of the N. Y. office. He was formerly with Esso Marketers, Ingram Manufacturing Co., Cannon Mills. He will devote special attention to Hodges' fiber rug sales.



**Ein Prosit!** George R. Jordan is now ad and sales promotion mgr. of the Jacob Ruppert Brewery, N. Y. His past business connections include ad mgr. of Piel Bros. Brewery, s.m. of Carling's Red Cap ale, ad mgr. of Schaefer Brewery. Before that he had his own ad agency.

**Imperial Bath Cocktail:** Stuart Products Co., St. Paul, puts its after-bath Cologne in a champagne bottle—by Owens-Illinois Glass Co. The brass cooler-pail has gardenia-scented bath crystals in a cellophane bag simulating cracked ice. Price, \$1.





# Kuppenheimer's 14-Point Plan for Training Retail Salespeople

## Fact-Starved Clerks Versus Trained Creative Sales Talent

In the belief that the man who contacts the public and makes the ultimate sale is the most important cog in the entire sales machine, B. Kuppenheimer & Co., Inc., of Chicago, has been using with good results a "14-point" program aimed at improving the technique of the man on the firing-line. These 14 steps are as follows:

1. *Retail Salesmen's Bureau*—A separate division to which all retail sales work is delegated and which salesmen can address on selling problems.
2. *Manual*—Entitled "The Making of a Suit of Clothes," this contains information about materials, tailoring processes, specific selling points and how to meet sales resistance.
3. *Vest Pocket Booklet*—Easily carried, this is called "Successful Salesmen." It describes new models and fabrics and explains how they should be presented to customers.
4. *Pamphlets*—Describing merchandise in stock under the general heading, "Tell More to Sell More," these explain individually the selling points for each Kuppenheimer product in the store.
5. *Display Cards*—These, placed in locker and wash rooms and known as "Questions and Answers," convey information when and where salesmen have opportunity to read.
6. *Personal Letters*—Sent regularly to salesmen, these discuss seasonal selling problems and seasonal trends and tell them how to handle these trends to their own advantage.
7. *Store Meetings*—Held after store hours, these are conducted by the store manager or by a visiting speaker. All current selling problems and new merchandise are discussed.
8. *Movies*—These show manufacturing processes (inside information) to give salesmen an impression of the effort and care involved in producing quality clothing.
9. *Advertising Copy*—Placed before each salesman so he can obtain sales angles and the right vocabulary for describing clothes.
10. *Selling Points*—These appear on display material continuously to remind the salesmen of sales features.
11. *Sales Contests*—Teams of potentially equal selling capacity compete for special awards based on sales increases.
12. *House Publication*—"Tomorrow's Merchant" conveys sales ideas and information about new products.
13. *Direct Advertising*—Consists of folders, post cards, business cards, etc., enabling salesmen to promote business with the least possible effort.
14. *Telephone Calls*—Suggestions to salesmen as to what they can say over the 'phone in urging prospects to come into the store.

**F**OUR types of training are necessary in any effort to increase the effectiveness of retail selling.

1. The salesman must know his *products*. He must have clearly in mind the characteristics of the products which he offers; he must know the selling points and the competitive superiorities.

2. The salesman must know *people*. He must understand human reactions; he must know how to interpret the merchandise in terms of human wants, to influence the customer's thinking and lead to the sale.

3. He must know how to get business into the store through his own effort and initiative; not simply to wait on patrons and casual visitors.

4. He must understand the personality of the store in which he works and be able to interpret and convey this personality to customers in a way which will elicit their respect and preference.

## Men's Clothing Must Be Sold

Kuppenheimer methods for training salesmen in retail clothing stores and clothing departments embrace these four important phases of work, and are designed to give the salesman a comprehensive knowledge of the product and how to project this information effectively to the people to whom he sells.

The retail salesperson is the most important cog in the wheel of marketing men's apparel. Why is this true?

Men's clothing cannot be classified in that group of products called "impulse" goods. On the contrary, men's clothing requires intelligent salesmanship at the point of sale for several reasons:

Men in general know very little about clothing and are incapable of appraising the value or appropriateness of a garment simply by looking at it.

The price of a garment is such that men do not buy clothing without considerable forethought and consideration.

Most men have definite affinities to certain stores and are susceptible to recommendations of those stores as to what they should buy.

Also, most men have a particular salesman whom they favor, and are guided by his suggestions.

Recommendations of the salesman will often overcome any brand or style preferences in the customer's mind. His recommendation can, according to his partialities, develop into a brand preference.

But, despite the importance of the retail salesman in the transaction, and the necessity for his work to be guided, the effectiveness of his effort has frequently been taken for granted. He has been considered a clerk because he happens to perform in a retail store. He has not been trained, as have the salespeople for such products as motor cars, electric refrigerators and other types of domestic and business equipment sold through special distributors or agencies. Yet the problem of the clothing salesman is equally as difficult as that of the automobile salesman. It is just as necessary for the former to make a favorable impression on the client and to influence his decision.

It is logical to conclude that one of the reasons for lack of progress in the men's clothing business—the clothing business is receiving a smaller share of the consumer dollar, while other products are receiving a greater share—is the fact that the business as a whole has failed to perceive the necessity of training salespeople so that their persuasive effectiveness will be equivalent at least to that of the motor car and household appliance salesman.

### These Failings Are Common

What have been the results of this oversight? What, in particular, does the average clothing salesman lack? The answer is, practically everything that will make him an effective salesman, able to cope with customer resistance.

He does not know tangible, specific selling points for the merchandise, its competitive advantages and handicaps.

He fails to use simple psychology in dealing with customers, often being disinterested, impersonal, arrogant or uncomplimentary.

He is frustrated by customer opposition and does not know how to cope with it.

He is apathetic about walk-outs which are every-day experiences and are explained as "shoppers," "something definite in mind," or "inadequate stock."

He does not consider it his responsibility to get business, but simply to wait on patrons.

Kuppenheimer recognizes the deficiencies in retailing clothing, and carries on a consistent program aimed

to develop more effective salesmanship. There are three distinct phases to this work. Kuppenheimer believes that it is necessary:

To make information available to salesmen.

To make it easy and profitable to them to assimilate this information.

To give them the tools or equipment needed to apply the information.

Kuppenheimer segregates work with retail salesmen as a function of a Retail Salesman's Bureau. The first responsibility of this bureau is to get the names and home addresses of all salespeople, fitters, stock people and tailors in customers' clothing departments. Home addresses are secured so the salesmen can be reached away from their place of business where they have a better opportunity to study the material.

### A Manual Is the Keystone

Available to all salespeople is a manual entitled "The Making of a Suit of Clothes." This conveys in simple language all important facts regarding materials and tailoring processes. It is in the form of mimeographed sheets, and is covered by a single parchment-type paper.

It is not prepared in this way for economy. It is meant to be extremely simple and home-made looking, because people are more apt to read material in this form than in a more formal book. In mimeographed form the information seems to be of a personal nature, and not for general consumption. If the same information was printed in book form it would become more formidable and look more like a textbook.

Any salesman who reads this manual will get a complete and clear impression of how clothing is made. Also, it includes a historical outline of the clothing industry in America; a simple analysis of the factors entering into a clothing transaction; and a brief giving comprehensively all the selling points claimed for such high-grade men's apparel. Included in the manual is a salesmen's catechism, which presents many of the common customer questions and arguments with the most convincing answers to them.

The manual then interprets technicalities of tailoring in selling features from the wearer's point of view. This is recognized to be an important point in sales training, because the buyer is not interested in manufacturing technicalities but wants to know primarily what the garment



**BY**

**M. M. LEBENSBURGER**  
*Advertising and Promotion  
Manager, The House  
of Kuppenheimer*

will do for him, how it will serve his needs.

Next the manual goes a step farther. It suggests statements which the salesman should make to his customers, statements which are known to have a salutary effect and to influence the transaction favorably. These statements, of course, involve shrewd sales psychology and represent an understanding of what men look for when buying clothing. In other words, these things which men seek in their clothing are attributed to the merchandise being shown.

The manual also discusses particular problems existing because of current business conditions or social conditions or through the introduction of a novelty style. At one time price resistance may be discussed; at another, how to introduce a new clothing model so that the public will be receptive.

This manual has been serving its purpose and apparently is highly valued by salesmen. Unsolicited letters from salespeople testify:

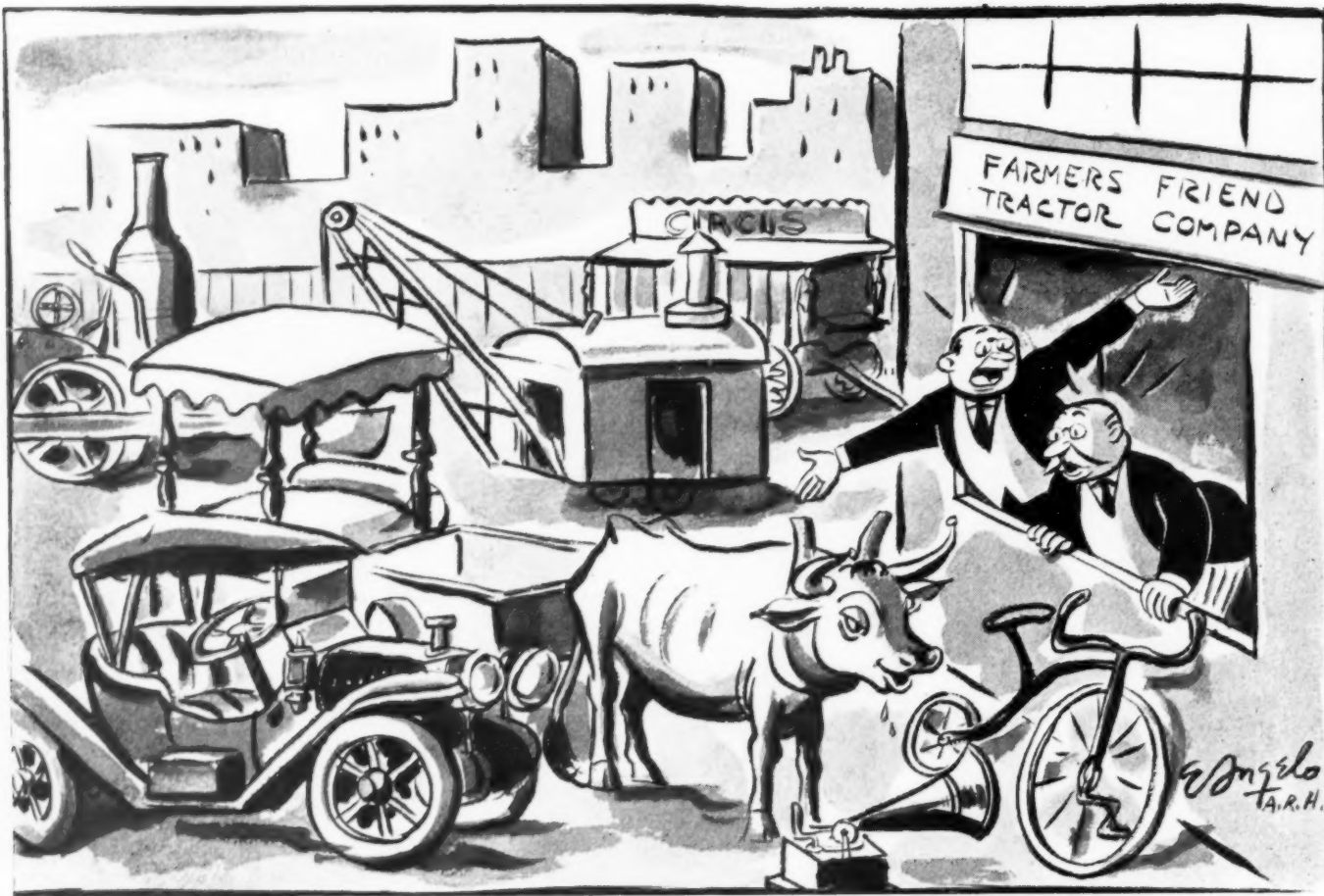
"I feel better equipped to meet opposition."

"I didn't know how ignorant I was about the advantages of quality clothing."

"I have been in business 40 years, and never knew how much there was to know about the clothing business."

"It gives the reader a greater confidence





*"Don't you think Wilson is going a trifle wild on some of these trade-ins?"*

in the product and a higher respect for the concern that produces it."

"I'm insisting that all the boys in the store read it."

"Careful reading of these details assures me of our de luxe standing in the retail clothing industry."

The manual is distributed only on request, which requests come from references to the manual in the monthly house publication, suggestion by Kuppenheimer representatives, or by requests from retail salesmen for information.

Each season every salesman receives a vest-pocket booklet which describes new fabrics, new models, and imparts selling advice and information for the current season. A generous part of this booklet is devoted to space for a sales record, to make the booklet more practical, and to give the salesman a reason to preserve it and to carry it for ready reference during the entire selling season.

A collateral use of this booklet is to make available something in printed form to show to customers. This authenticates the salesman's statement and puts the prestige and integrity of the manufacturer behind the statement.

To keep sales information before salesmen at those times when they

have leisure and are most likely to read, Kuppenheimer supplies cards to be displayed in salesmen's locker rooms and wash rooms. These cards refer to particular types of sales resistance, and tell how to counteract them. Hypothetical customer objections and reasons for not buying are presented, and replies are suggested.

When any particular selling problem is common to most stores during any given season, the salesmen receive personal letters explaining the problem and how to handle it.

Store meetings are conducted by Kuppenheimer representatives, in which selling problems are discussed and methods of effective selling taught. Movies showing designing and manufacturing processes are available for such store meetings. These give the salespeople a more vivid idea of how the product is produced, and the effort and expense involved in achieving certain quality standards.

Salesmen are urged to study the advertising and to obtain sales angles and selling points from it. A corollary purpose for departmental display material is to present selling points to salesmen and to remind them of these points from day to day. This is considered an important function of dis-

play items. Display material is developed, not only to make a favorable impression on the patron but also to keep the salesperson informed and to remind him of selling features.

Sales contests are sponsored to stimulate effort and to encourage the study of good selling methods and the application of them. Such contests are so planned as to encourage group activity on the selling floor rather than individual activity. In this way a sporting sentiment is injected into selling which at once makes the work more interesting and more enjoyable. The group contest plan also serves to obviate personal antagonism, jealousies and unpleasant personal competition among salespeople. Other contests have been carried on offering rewards for the best descriptions of retail transactions in which strong sales resistance has been overcome.

A monthly house publication has been employed to maintain a direct contact between Kuppenheimer and the retail salesmen. This publication contains new promotional ideas, news of the style trends, and serial articles on the subject of retail salesmanship.

Kuppenheimer also attempts to make it easy for salesmen to get extra  
(Continued on page 69)



# Quiet, Please!

**I**F I were a capitalist, I think the growing tide of noise-consciousness would prompt me to invest heavily in anything that had quietness far beyond its competitors; and if I were a manufacturer, I would have fully half of my development staff working to engineer noise out of my products."

The foregoing is from *How to Use Psychology in Business* (McGraw-Hill Book Co.), by Donald A. Laird of Colgate University, who has written many thousands of words on the effects of noise on human beings.

Dr. Laird's book was published in 1936. The tide of "noise-consciousness" to which he referred has continued to rise and many business men have put into practice the principles he advocated. Moreover, companies so fortunate as to have products with features of quietness "far beyond those of competitors" are finding it increasingly profitable to emphasize those features.

Here's a straw to show the way the wind is blowing in that respect: Of 124 advertisements in the February, 1937, issue of *American Builder and Building Age*, five included mention of silence, quietness or reduction of noise transmission as part of their selling argument; in the February, 1938, issue of the same magazine, 11 out of a total of 110 advertisements contained such arguments.

There are certain products for which quietness is obviously the main selling argument. In this class are Electrolux refrigerators and Remington Noiseless typewriters. But manufacturers of other types of products, which at first glance might seem entirely divorced from the noise problem, are beginning to call attention, in some instances very emphatically, to the silent or noise-reducing features of their wares. In consequence, their competitors are finding it necessary to "engineer the noise" out of their products, as Dr. Laird recommended.

Since most noise is preventable, the relatively small progress made in eliminating it must be blamed upon the belief—still held by many—that "noise won't harm, though it does annoy" and that "anyone can get used to noise." The progress made in combatting the evil (and most of it has



Only a small part of American industry has discovered and exploited the potency of sales appeal inherent in the product which operates with lack of noise. As the race for competitive supremacy goes on, we shall see thousands of machines, appliances, toys and tools coming out with "de-noised" models—and hundreds of sales and advertising campaigns featuring quietude as a means for luring the interest of Americans who suffer from "noise nerves."

BY ETNA M. KELLEY

been made very recently) is due partly to the efforts of scientists and psychologists who have proved by experiments that noise is harmful to many individuals; and partly to business men who have discovered (a) that reduction in noise often increases production and (b) that the public is willing to pay a premium for quiet, not only in such products as refrigerators and electric fans, but also for quiet surroundings. Hotel and restaurant proprietors have benefited from this knowledge.

If anyone in the United States is qualified to say that noise is harmful, that person is Dr. Laird. He has conducted many experiments at Colgate University to determine the effects of noise; and he has studied at great length the findings of other experimenters. In a paper he presented to the Acoustical Society of America in 1929, he listed 36 references on the effects of noise. The mere names of some of them are revealing: "The effect of noise on office output" . . . "The effect of auditory distraction upon the sensory reaction." To business men, the titles of Dr. Laird's own

studies, also listed in the 36 references, are of especial significance, among them: "The measurement of the effects of noise on working efficiency" . . . "Production helped by quieting shop."

Since then Dr. Laird has published other writings on noise. One of these, "The Effects of Noise," in the January, 1930, issue of *The Journal of the Acoustical Society of America*, has had considerable influence on business executives in inducing them to provide quieter surroundings for their employees. In it are described the reactions of human beings to acoustic stimuli, varying from changes in breathing rate to lowering of intelligence scores.

The experiences of several business organizations, related in the article, have been widely quoted in the trade press and in the sales literature of companies selling quiet or noise-reducing products. Instances included were the 12% increase in output of workers on business machines when the noise level was reduced from 45 to 35 decibels; a lowering of rejections from 75% to

7% when the assembly department of a temperature regulator company was moved from a room adjoining a boiler shop to quieter quarters; a 42% reduction in errors in the telephone room of a telegraph company through reducing the noise level from 50 to 35 decibels by the installation of acoustical material.

An important factor in the war against noise has been the development of sound measuring equipment. The rise of motion pictures with sound put the word "acoustics" into the vocabulary of the average person, and high school students now talk lightly of the "decibel," the unit of sound measured by a number of devices now on the market. The word defies easy definition, but we are told that one decibel corresponds roughly to the slightest change in loudness that can be distinguished by the human ear. Harold R. Berlin, of Johns-Manville Corp., predicts that just as we now say that "the temperature is 80 degrees," we will, when the decibel scale is more widely known, say "the noise level is 80 decibels," or "20 decibels," as the case may be.

registered 87 decibels, a local subway train 88.5 decibels. Roars of lions and tigers (favorite yardsticks of authors for describing loud sounds) were measured in a zoo, that of the lion registering 87 and that of the tiger 75.5 decibels. This caused the commission to record the fact that a tiger might roar and snarl indefinitely on certain New York streets without attracting the auditory attention of passers-by.

Traffic noises were found to vary from 60 to 80 decibels. Elevated trains raised the level to as much as 91 decibels. The noise level of residence interiors varied from 22 to 45 decibels, averaging 31. A machine shop registered a maximum of 72. The din from five subway turnstiles at rush hour measured 83 decibels. Since that time all underground turnstiles in New York subways have been muffled; those in elevated stations have not been so treated.

As a yardstick, the term "decibel" has the advantage of definiteness. Manufacturers now support claims of quietness for their products by specifying *how* quiet they are. Owens-Illinois Glass Co., for example, claims

In a booklet describing its Electro-Acoustic Instruments, Electric Research Products, Inc., lists 22 users of the firm's devices who, presumably, are "de-noising" their products. Among them are Allis-Chalmers Corp., American Radiator Co., Babcock & Wilcox Co., Carrier Engineering Corp., Delco Division of General Motors Corp., Eclipse Aviation Corp., Ford Motor Co., Norge Division of Borg Warner Corp., Standard Sanitary Corporation, Stewart-Warner Corp., U. S. Rubber Co., Westinghouse Electric & Mfg. Co., Timken-Detroit Axle Co.

Though the belief is widespread that noise represents economic waste, it is difficult to obtain estimates of losses arising from it, in dollars and cents. Paul E. Sabine, of Riverbank Laboratories, a recognized authority in the field of acoustics, tells SALES MANAGEMENT that there has been a most remarkable increase of interest on the part of business executives in the matter of reduction of noise, and that quiet working conditions more than pay for the cost of securing them in increased efficiency and well being that results. "At the same time," says Dr. Sabine, "very few data have been secured putting these results into terms of dollars and cents."

#### Noise Cost: \$2,000,000 a Day

According to the Celotex Corp., "Plant and office noises, many of which could be deadened, cost American industry about \$2,000,000 per day in inefficient operation. Noise caused by telephones, typewriters, voices and machines adds as much as 10% to the nation's payroll."

J. O. Dahl, of *Hotel Management*, reports that many hotels and restaurants have testified to the sales-building value of acoustical treatment, although unable to give exact percentages on just what it has done for them. "In studies made in about seven cities," says Dahl, "the outstanding complaint about hotels was noise. This was about nine years ago. Since that time, a large number of dining rooms have been acoustically treated, and elevator shafts have been handled similarly. Chains like Childs, Schraffts, Stouffer's, have as a standard the treatment of all ceilings and some working quarters. The use of linoleum and cork floors, linoleum table-tops, rubber mats on serving tables, muffled telephone bells, rubber heels and numerous other methods are now in general practice in both hotels and restaurants to keep down noises."

It is not surprising that the most complete and specific figures on saving  
(Continued on page 64)



In this sound-proof room a Westinghouse noise meter measures the sound generated by a new motor. Back for further "de-noising" goes any motor causing the meter to register a noise level above a certain standardized point. Thousands of other types of industrial equipment cry for the same treatment — and hundreds of manufacturers are finding it smart business to search for a noise cure.

With the cooperation of the Bell Telephone Laboratories and the Johns-Manville Corp., the Noise Abatement Commission of New York measured many types of city noises in 1929. Tests were made near excavations, in a subway, beside elevated lines, on a bridge over the East River, in offices and other places of business, in hospitals, on residential streets, at points where construction work was being done, and under other conditions. The noise of a steam-operated pile driver

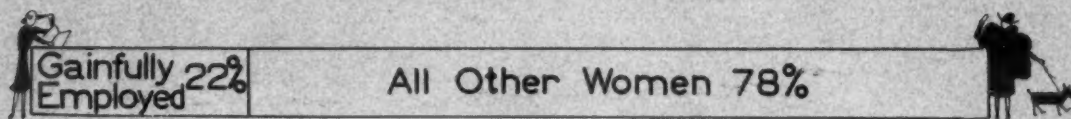
for its product Insulux (glass blocks) that it has an "average sound reduction factor of 40.7 over a range of nine frequencies." A rubber-bladed fan, made by Samson-United Corp., is advertised as 400% to 1,400% quieter, "measured by General Radio Sound Level Meter." The Aetna Life Insurance Co. reports that installation of sound-absorbing material (Celotex) reduced the noise level of a workroom 141½%, measured by Western Electric Audiometer.



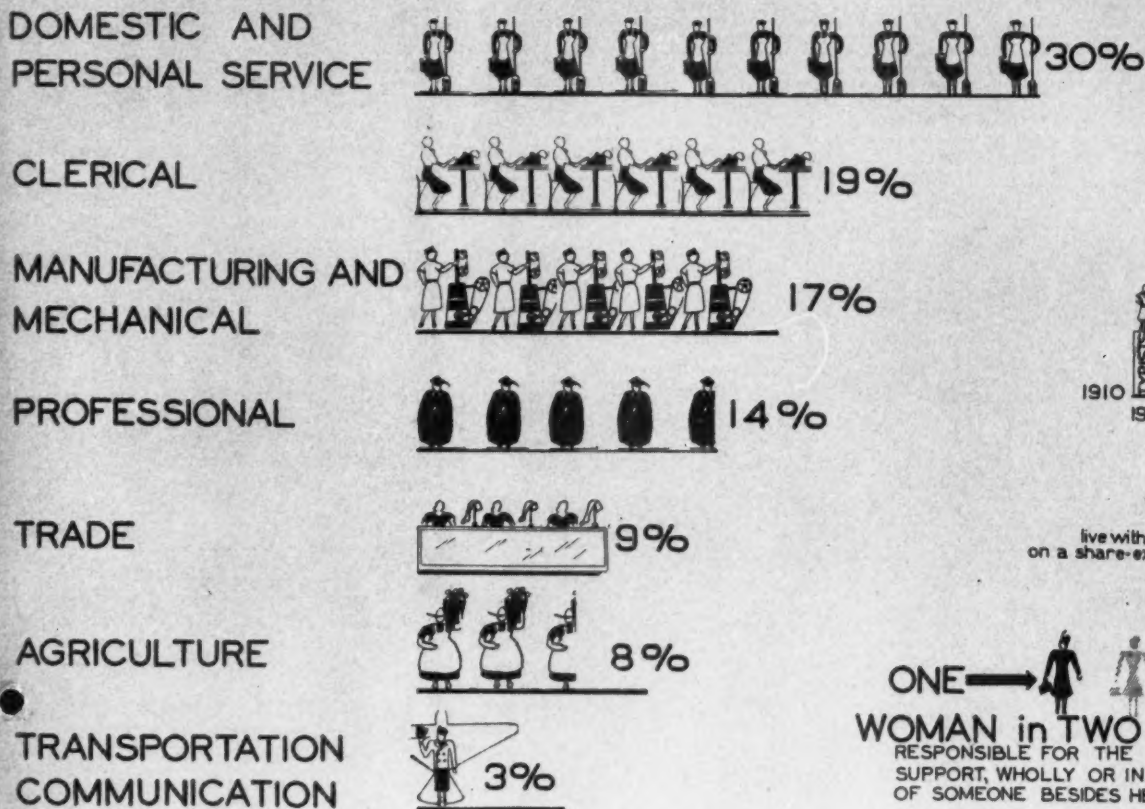




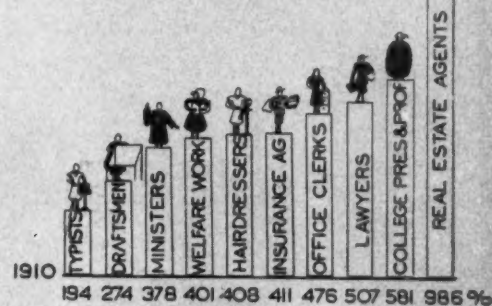
# A MARKET PICTURE OF WOMEN WHO WORK



## OCCUPATIONS OF WOMEN



## TEN GREATEST INCREASES IN WOMEN WORKERS SINCE 1910



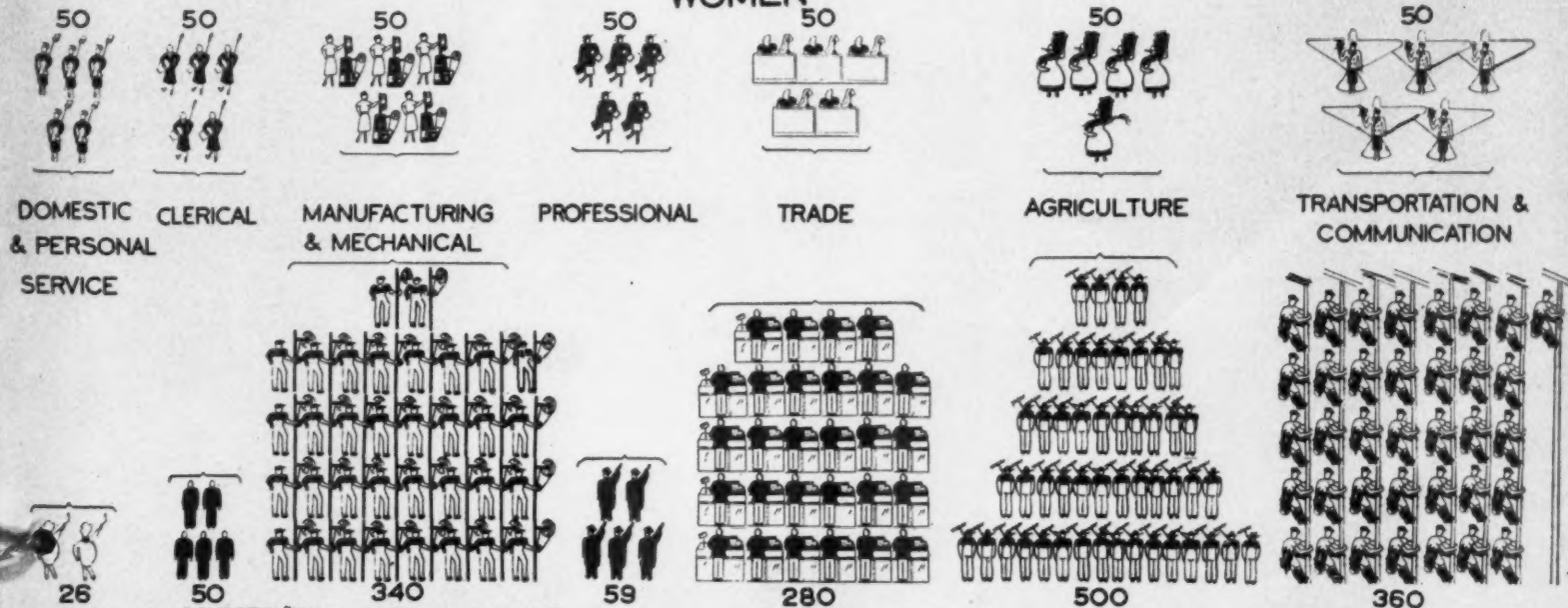
## women ARE responsible



## THE BATTLE OF THE SEXES

Ratio of men to women workers

### WOMEN



SOURCES: "Women in The United States," Department of Labor, 1937, for all pictographs except "Women ARE Responsible" which is based on a survey by National Federation of Business and Professional Women's Clubs, Inc.

### MEN

PICTOGRAPH BY  
*Sales Management*

# Advertising Campaigns

[Old and New Products as Promoted in Newspapers, Magazines, Radio, Trade Papers and Dealer Helps]

## Style à la Glenmore

"It can't last—it's confiscation," exclaimed James Thompson, founder of the Glenmore Distilleries, when Prohibition came. "The public will never stand for it. We'll ride it out—keep the wheels turning. Good whiskey will come back and we'll be making it."

So speaks Glenmore Distilleries Co., Louisville, in magazine space. Illustrating these laudable sentiments is a picture of a desk-pounding young man in a bottle-green suit, a red Ascot tie, sideburns all of the vintage of 1880-90. Facing him is a mustachioed gent, heavily maned, in a blue Civil War coat, complete with boiled shirt and the sort of tie Stephen A. Douglas wore when he debated with Honest Abe. Surveying them is a white-whiskered old party in a cutaway, plum color vest and wing collar. A kerosene lamp sits on the desk.

This dramatic scene is supposed to have taken place in 1919, when Prohibition went into effect. That's quite a spell back, but some of today's gaffers can remember that far, and even in musical comedies we didn't wear any such mixture of costumes. Reincke-Ellis-Younggreen & Finn agency, Chicago, will have to take an "F" in historical research.

## A to G Plus Liver

Vitamins *Plus*, Inc., only seven months old but with distribution in more than 200 department stores, is running full pages in *Good Housekeeping*, *Harper's Bazaar*, *Vogue*, *Town & Country*, *New Yorker*, through Blaker agency, N. Y.

Containing all the respectable vitamins known to science (A, B, C, D, G) plus liver extract and iron, Vitamins *Plus* are packaged and offered for sale on cosmetic counters of department stores as an aid to beauty. In other words, they give rosy cheeks, gleaming orbs from within. Which is obviously unfair to Helena Rubenstein, Elizabeth Arden, Dorothy Gray and other members of the "save the surface" sorority.

## Up for S. O. of Ind.

Standard Oil Co. of Indiana presses down the plunger and fires a whopping big Spring and Summer campaign for its gas and Iso-Vis oil. McCann-Erickson, Chicago office, is the agency.

Newspapers have been increased from 1,596 to 1,746 dailies and weeklies through the Middle West. Cutouts and curb signs are sprouting at more than 23,000 Standard filling stations; and 3,800 outdoor posters, 27 farm papers, and 45 trade journals will be used.

"Advertising is planned to sell the person who hurries through his newspaper or glances at a sign or poster, catching only headlines and illustrations," says Wesley I. Nunn, ad mgr. Clean rest rooms, low-cost-per-mile, "trained down for endurance" are to be the copy themes.

## Hussies Preferred

Volupte, Inc., and Abbott Kimball agency, N. Y., stand a lady on her head to call attention to a pair of new lipsticks, "Hussy" and "Lady." The campaign is running in *Vogue*, *Harper's Bazaar*, *Toilet Requisites*, and through department stores in newspapers.

The "Hussy of a lipstick," says copy, "gives lips a dazzling look . . . makes you seem very much the *femme fatale* . . . a lovely menace to masculine peace of mind." Turning the ad over,



Upsie-daisie technique is a feature of the series.

readers learn "Compliment your lips softly, subtly with Lady of a lipstick. . . . This flattering de-lustered finish brings tender, appealing warmth of color, bloom that *might* be natural and is definitely enchanting."

On the market only a couple of weeks, both lipsticks are going like the proverbial hot cakes. *But* sales of Hussy are ten for every two of Lady. Possibly Spengler and other Jeremiahs will see the decline of Western civilization in this—a civilization where ten gals want to be *femmes fatale*, mind-wreckers, to every two homebodies who prefer de-lustered enchantment.

## Cola Contest

More than 100,000 entries were submitted in the first month of Royal Crown cola's 25-week prize contest, reports Nehi, Inc., Columbus, Ga., and it bids fair to be one of the most successful of its kind.

Plugged on an NBC Blue network every Friday night, the awards go for the best sentences completing the statement "I like Royal Crown cola because—" Weekly prizes scale down from a first of \$1,000 to 50 prizes of \$10. A bottle top (or one of those well known facsimiles) must accompany each entry. Graham McNamee announces details and winners during the broadcasts.

Pages in *Life* and *Good Housekeeping*, local ads and point of sale displays help to keep interest bubbling. James A. Greene, Atlanta agency, is in charge.

## Munitions for 53,900

Douglas Fir Plywood Association, Tacoma, resumes advertising after a six-year absence, and hooks up the consumer program with comprehensive dealer training.

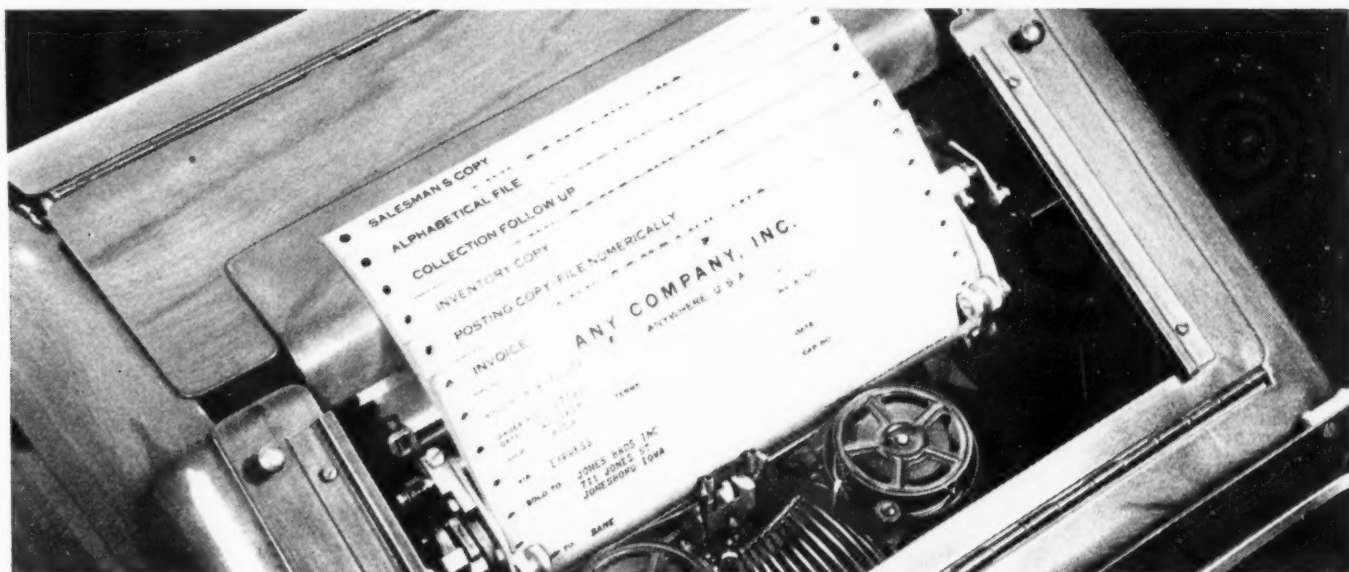
Plywood is a young industry. Douglas Fir plywood is made from the choicest "peeler" logs which constitute less than 10% of the total production. Plywood consists of thin sheets or veneers—in three, five or seven inch standard thicknesses—laid crosswise and bonded together under great pressure with glues that are stronger than the wood itself. Panels of plywood will do the work of much thicker and heavier lumber. Last year 700,000,000 square feet of this product—with greater versatility than any other item in lumber dealers' stocks—was turned out.

McCann-Erickson, Seattle, is placing the copy in *S.E.P.*, *American Home*, *Better Homes & Gardens*, *Architectural Record*, *Architectural Forum*, *American*

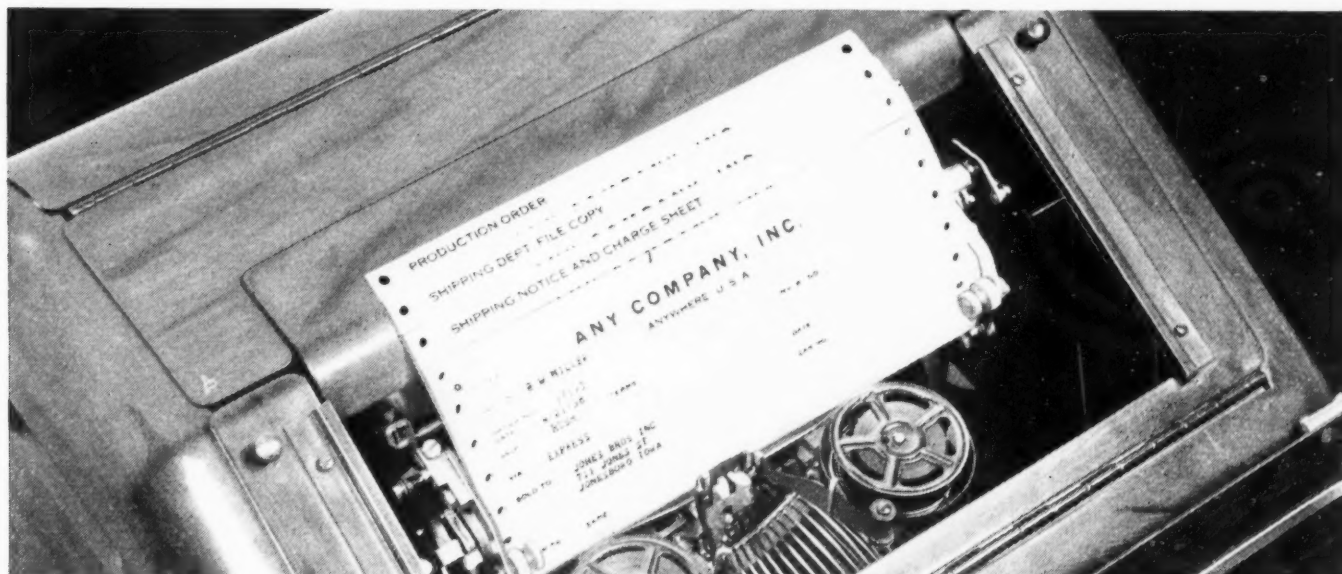
SALES MANAGEMENT



**THIS TELETYPEWRITER (at your sales office) types to**



**THIS TELETYPEWRITER (at your factory), and ...**



**INSTANTLY REPRODUCES ALL NECESSARY COPIES ON YOUR OWN COMPANY FORMS FOR ALL DEPARTMENTS AT BOTH POINTS**

You can send orders, reports, instructions, etc., involving many departments, in many separate places, at one time, by teletypewriter. Instructions typed on your individual forms by the sending machine are instantaneously reproduced, *in exactly the same form position*, by all receiving machines on the connection.

Necessary carbons are made by all machines at the same time.

A single typing of an order provides the invoice and furnishes the accounting, shipping, sales and other departments with accurate records, without retyping, whether all departments are in the same city or in different cities. Saves time, prevents errors, speeds shipments.

Form writing is just *one* feature of teletypewriter service. Why not call your local Bell Telephone Company for further information?



**BELL SYSTEM TELETYPEWRITER SERVICE**

# Are Newspapers Too Big-Hearted on Advertising Rate "Protection"?

Mr. Tack's own headline for this page was "Don't Laugh at the Chinese"—his point being that the advertising business is even funnier than some of the customs which are sacred to our Far East friends.

The thirteenth of a number of diatribes\*

**BY BRASS E. TACKS**

**T**HE Chinese are a great race. They've contributed many fine things to mankind. Not the least of these is their odd system of ancestor worship. This distorted loyalty serves our profession faithfully as Horrible Example No. 1 to drive home an accusation of lack of progress.

And bless their heathen souls, they deserve applause for taking these frequent slams without protesting. For, if they chose, they might very easily turn right around, stick out their tongues and remind us that we, too, have many peculiar ideas and that we cling to them with the tenacity of an old maid, being rescued by a bronzed Adonis.

## Obsolete, But Still Observed

In this very advertising business, supposedly the most progressive of all of our businesses, we tolerate a bundle of obsolete practices which could have and should have been tossed out upon their collective ears many years ago.

Consider, for instance, our non-elastic agency commission, our standardized special "rep" divvy and the rate cards that will let ten different advertisers pay ten different rates. Each of these is based on precedent rather than good sense. Seldom is there any relation between the work involved and the compensation. And, oftentimes, even the incentive is in the wrong direction. "Why don't we change them?" you ask. "Why should we?" is the obvious reply. No one kicks so no one acts. But we laugh at the Chinese!

Just as a quick example, let's look, for a moment, at this practice of agencies issuing yearly "rate protection contracts" to newspapers. What logic is involved here? Is there any good reason for continuing this stunt other

than that the Post Office and print shops will suffer?

Some years back, space-buying was a rather complicated procedure. Rates had to be negotiated, circulations weren't authentic, special "reps" were wholesalers, and directories were looked on as rather vague guides to determine the first "asking price."

There was some reason in those days for signing yearly rate agreements. Some working basis was essential. But, today, most newspaper rates are flat. The advertiser buys ten lines or 10,000 as casually as he purchases tooth paste.

So, why keep alive this one-sided practice? Why don't we, instead, consider the insertion order the only form of rate protection? If the Hobnail Dishcloth Co. wants to be certain of the 10-cent rate for the next six months in the *Alpha Argus*, let them place an order for six months. But if they feel, instead, that they must work on a week-to-week basis, make them pay the current rate on each order. Isn't that fairer and more logical?

## Pampering Peter; Robbing Paul

Last September, to illustrate, a little patent medicine outfit ran a one-time, mail-order shot in one of our papers. Recently, the agency agreed to repeat the copy. Immediately, up came the rate question. Should they be entitled to the 1936 rate even though they failed to go through the formality of entering a contract? Or should they be required to pay the higher 1937 rate on the basis that this was an entirely separate effort bearing no relation to the one-time shot that ran six months ago?

We stuck to our guns and made them pay the new rate. We were just lucky to be able to take advantage of a technicality. But, just think how easily they could have avoided our current rate (which is entirely

justified) simply by sticking those few magic words on the first insertion order.

Conversely, we have one of these week-to-week distillers here in town. He acts as though each day will be his last in business. His insertion orders bear no relation to each other and, seemingly, he doesn't know what a "contract" is. (Who does?) One day last month, I noticed that he had earned a quantity discount and asked our publisher to send me a check. The reply was that no rebate applied because no contract had been entered!

Of course, I squawked and the rebate came through. But, there was a case of our intending to discriminate against this poor guy just because he had forgotten to give us a meaningless piece of paper for our already-overcrowded files. Children's games have more sensible rules.

Again, consider the many advertisers who run Spring and Fall campaigns. Why should it be possible for them in February to determine the rate to apply in October? Why should the rate be decided on the nebulous, second schedule even before the first one starts to run? To me, it seems like a pointless generosity on the part of the newspaper.

## The Publisher Always Loses

I agree that estimates should be protected. I grant that agencies would be thoroughly confused if they couldn't quote rates with reasonable assurance that they'd be accepted. That makes sense.

But what kind of an excuse can there be for offering protection on estimates that aren't even in contemplation; or for accepting orders with "first five insertions at 18 cents, remainder at 20 cents"; or for telling one advertiser that he must start to pay the new rate on April 1 while the next fellow can wait until July 1 because "that's when your contract expires, you little rascal, you!"

Talk to your corner grocer. Ask him to grant you "the privilege of the current rate of 4.5 cents per pound for sugar for one year from the date of the first purchase." Tell him that you'll be glad to give him a "contract" for "one thousand pounds, more or less" and see what he says.

In fact, talk to anyone in almost any other business and note the reaction. The first question, with eyebrows wrinkled, is always—"But what does the newspaper gain by accepting this thingumbob that you call a 'contract'?"

I defy you to give a good reply!

SALES MANAGEMENT

\* Other articles in this series appeared March 1, May 1, May 15, June 1, July 15, August 15, September 1, November 1, 1937; January 1, February 15, March 15 and April 20, 1938.

# Yay!

## The Finish!

BY  
E. W.  
DAVIDSON



Wide World

**G**LENN CUNNINGHAM, world's greatest leg man, gives us a lesson in selling every time he runs one of those championship miles of his.

Sit on the sidelines and watch him: The "Kansas Powerhouse" comes on the track and warms up those famous fire-scarred legs with a careful plan for every quarter of the race before him. He studies his opposition (the tougher it is, the better he works), measures conditions . . . and then *runs*, but with his head as much as his legs.

No matter how fierce the pace has been, he's always ready to uncork one more burst of speed at the finish. He may win by an eyelash. But he wins.

*Always delivering that finish flash marks the dif-*

*ference between a good miler and a champion.*

When he came off the Dartmouth track this Spring with the world's fastest mile—in 4:04.4—he said to us: "A runner has to know his capacity and distribute his energy at the right times in the right places. But delivering that burst of speed at the finish wins lots of races."

How often a good salesman misses a big sale by an inch. He studies a situation aplenty in advance; plans a strong effort; works hard on it right up to the day before the decision; thinks he's won . . . but somebody else gets the order!

What if he had made a special point of holding back one dramatic stroke for the crucial moment?

It can mark the difference between a good salesman and a *champion*.



**Builder.** W. E. Difford, managing director of the non-profit organization of Pacific Northwest plywood manufacturers, believes that equal importance should be given to the quality and quantity of information supplied to plywood sellers.

"Our job is to train 53,900 salesmen," he explains. The figure is derived from the 26,000 retail lumber yards in the U. S. with an average of two salesmen each, and 1,700 sales distributors, 200 factory men.

To all of these went a broadside explaining the new promotional plans. A coupon would bring a catalog, "Douglas Fir Plywood—How and Where to Use It," designed as a sales manual. Recipients were told by letter that they or any of their customers could also receive other treatises on various plywood uses: For interior decoration, as concrete molding forms, in sheathing and sub-flooring, etc. Architects and builders are given a handbook.

Field men follow up the printed word with advice and help at the point of sale for large jobs or those involving an unusual plywood use. Field men have engineering rather than sales experience. Under the direction of N. S. Perkins, head of the engineering department, their institutional activities will be expanded as the present campaign develops.

Work in the farm field—where modern construction methods have been slow to penetrate—is an increasingly important Association market project. Fellowships in agricultural engineering departments of leading colleges have been established, and the Association works with educators to determine farm uses for plywood.

A laboratory research is maintained by the Association to which are referred questions on uses, adaptations, or reports of unsatisfactory performance. Special care is taken to investigate the latter and solve any difficulties.

Association officers are not bothering much about their product's task of carving a place in a keenly competitive industry. Instead they are concentrating on placing selling ammunition in the hands of 53,900 men. Volume and profits will naturally follow.

## Tydol Crusade

Tide Water Associated Oil Co., N. Y., embarks on a "Safe Driving Crusade," with \$50,000 in prizes, of which \$25,000 is the chief, in 210 newspapers of 75 cities. States covered are New England, N. Y., N. J., Pa., Del., Md., and D. C.

In addition to newspapers and billboards, spot announcements and short

**Starts Today! \$50,000.00 PRIZE CONTEST**

**ENTER TYDOL'S CRUSADE FOR SAFE DRIVING**

**You Can Win \$25,000.00 FIRST PRIZE!**

**SAVE LIVES—WIN A PRIZE—Write YOUR Eight Rules for Safe Driving**

**ENTER NOW—NO RES TAPE—NOTHING TO BUY**

**TYDOL'S PROMISE TO YOU!**

**DRIVE IN TODAY—GET YOUR FIRST FREE BOOKLET FROM ANY TYDOL DEALER**

**PRIZES**

|            |             |
|------------|-------------|
| 1st Prize  | \$25,000.00 |
| 2nd Prize  | \$10,000.00 |
| 3rd Prize  | \$5,000.00  |
| 4th Prize  | \$2,500.00  |
| 5th Prize  | \$1,000.00  |
| 6th Prize  | \$500.00    |
| 7th Prize  | \$250.00    |
| 8th Prize  | \$100.00    |
| 9th Prize  | \$50.00     |
| 10th Prize | \$25.00     |
| 11th Prize | \$10.00     |
| 12th Prize | \$5.00      |
| 13th Prize | \$2.50      |
| 14th Prize | \$1.00      |
| 15th Prize | \$0.50      |

**DEATH ON WHEELS**

Customers will keep coming

periods are being used over 25 radio stations.

Lennen & Mitchell, Manhattan agency in charge, have developed the contest somewhat along the lines of the first Old Gold contest with which they made advertising history. A prime objective in the O. G. stunt was to keep the contestants interested for many weeks. Tydol's Crusade compels them to call at filling stations every week for eight weeks. Though they don't have to buy anything, you can figure for yourself just what a Tydol dealer will say to ready-made customers during those eight visits.

Contestants must write eight rules for safe driving—one each week—on coupons contained in booklets given away by Tydol-Veedol dealers. A test was made in Worcester, Mass., and 150,000 booklets were distributed, \$4,000 in prizes awarded. Whereupon a national campaign was decided on.

## Holland Furnace Blast

Space in some 400 newspapers will be employed by Holland Furnace Co., Holland, Mich. In larger cities throughout the country plans call for full-page and 1,000-line rotogravure insertions in the Metropolitan and Greater Mid-West Groups, and in black and white where roto is not available. A color page is also scheduled for *The American Weekly*. Smaller b. & w. will run in smaller cities.

An extensive magazine list includes general and class pubs, those for home owners, and architectural and building trade journals. Ruthrauff & Ryan, Chicago office, is the agency.

A broadcast of the opening of the annual Tulip Festival at Holland May 14 is sponsored by the company over CBS. Spot announcements on 50 CBS

stations have been used for the past two months.

Holland's automatic furnace air conditioner, for oil or gas units, is being featured in some of the ads. "Announced only one year ago," it is "the direct outgrowth of over 30 years of experience . . . by world's largest installers of home heating and air conditioning systems. . . . Not one single installation has failed to prove the last word in comfort at unbelievably low cost."

## Retiring Tires

Rubber Manufacturers Association, N. Y., is sponsoring National Tire Safety Week, May 14-21, to replace an estimated 59,000,000 tires which are smooth or soon will be. About 300 newspapers will carry warnings of the perils of worn tires.

More than half a billion dollars of new sales would result if all these antiques were junked. Of course, the Association doesn't expect such perfection. But 15 tire companies are defraying the campaign's expenses with that as a mark to shoot at. They are: Cooper, Corduroy, Dayton, Firestone, Fisk, General, Goodrich, Goodrich Associated Lines, Goodyear, Kelly-Springfield, Lee, Mansfield, McCreary, Norwalk, Pennsylvania, U. S. Rubber and U. S. Rubber Associated Lines.

Several of the firms will tie their individual ads in with the national effort. Campbell-Ewald, N. Y., handles the "Week" schedule.

## All Together Now, Pull!

Shell Petroleum Corp., St. Louis, and Campana Sales Co., Batavia, Ill., have found that oil and beauty lotion mix. And the mixture makes sales.

Campana's two programs on NBC (Friday evenings, Red network; Monday evenings, Blue network) are giving a plug to Shell service stations as "friendly, willing travel guides" for motorists. In return, Shell has prominently indicated the "new home of Campana's Italian Balm" on all its Illinois road maps, has arranged to furnish routings to Batavia through Shell Touring Service, and has "prepared all Illinois dealers to direct interested tourists" to Campana's glass block, air conditioned plant.

Separately, Shell has begun a campaign on the theme "Your oil free if I forget to check it," to enable dealers to get under the hoods of cars. After testing the idea in 14 markets, it is being run in color pages of metropolitan newspapers. Outdoor posters and service station posters reinforce. J. Walter Thompson (St. Louis office) in charge.

SALES MANAGEMENT

"Texas' Leading Advertising Family"  
Cordially Invites Sales Management's  
Readers and All Sales Executives to

**The Third Annual Convention of  
The National Federation of Sales Executives  
in Dallas  
May 19, 20 and 21**

●

Come to this brightest spot on the Nation's business review maps and learn for yourselves why this section of the Southwest is a prime spot for new business and profits.

\* \* \*

WFAA's outstanding talent will provide the entertainment for this Convention.

The News and The Journal will give their usual outstanding news coverage of all its sessions.

*While in Dallas, visit our newspaper plant and radio studio—  
make them your headquarters*

●

**The Dallas Morning News  
The Dallas (Evening) Journal  
Radio Station WFAA (50,000  
WATTS)**

*Texas' Leading Advertising Family*

*Texas' Oldest Business Institution*



As you tip-toe through the tulips at this colorful season, give a thought to little Holland, where never is heard a discouraging word about war or depression. A happy folk, the Dutch, and one worthy of emulation.

Dutch cleanliness, incidentally, is no mere legend. A visit to Volendam some years ago showed women on hands and knees in front of a *huis* (that would be "house") actually scrubbing the sidewalk! Old Dutch Cleanser picked a pat and pertinent trade-mark.

"SELL-ction," headlines *The Family Circle Magazine* punningly and pointedly.

Add similes: "As cluttered as a layout-man's office."

Walter Weir calls attention to how R. H. Macy follows through on the thrift idea. Frexample, this footnote on a letterhead: "If an answer is necessary, please use reverse side of this letter." Being less thrifty, I supplied that comma after the word "necessary."

Beau Beals reports a home-made sign on a local paint store: "Glo-White and the 7 Giants." He further thinks travel agents might get to him with some pictorial Bali-hoo. Leaping nimbly to what the mothering mare said: "Curses! Foaled again!" While this young man has the stand, we may as well hear a rimed invitation he sent out around Easter:

This year, the Easter rabbit  
Revives a good old habit;  
If you've tried it, you'll undoubtedly  
want more.  
So this is to invite you—  
We hope it will delight you—  
Opportunity's egg-nogging at your door!

The Beals aren't alcoholic  
And they sometimes seem bucolic,  
But to drive out Old York Road is no  
great chore.  
The nog's mixed by Bill Sheehy  
(Who learned when he was knee-high)  
And from three o'clock till seven, he will  
pour.

Which reminds me that Class 446 of the Dale Carnegie Institute named me class "poet"—possibly a screwy idea

among a lot of us who are grown-up businessmen. However, you may see what I did about it in the following verse, just one out of 36 stanzas:

To Raymond Powell, I doff my hat,  
Though he may be a Democrat!  
I'm sure the Class will join me, too,  
In saying: "Ray, more *Powell* to you!"

Commenting on the admonition to "Swing to Bromo Seltzer," Irving Weissner says he won't desert Benny Goodman. He further thinks somebody has a macabre sense of humor to put the official seal of *Good House-keeping* on a Clark Grave Vault.

Mel Koontz, who trains wild animals in Hollywood, testifies that "Camel is the cigarette that agrees with me, that doesn't get my nerves ragged." A correspondent says times have changed in the animal kingdom when it takes a Camel to tame a Lion!

Speaking of lines (heh, heh!), Lew Conarro offers one for a reducing-tablet: "Is your *waist-line* your *worst-line*?"

Hitler got a "ja" vote of 99.08% on Anschluss. This is close to Ivory Soap's 99 44/100%, but my dough is on Ivory for purity.

Capsule Caricature. He had mono-plane ears and would no doubt take-off if he should run fast enough.

For "the most valuable single mailing piece" used in newspaper promotion work during 1937, *Editor & Publisher* has awarded first place to the *Times-Picayune*, New Orleans, for the statistical folder entitled: "Corking Up a \$580,150,000 Sales Leak." It is the work of one of our contributors, Andy Talbot, and a creditable performance. The *New York Times* got second place in this category.

Slogan for Swift's Premium Lard: "The Fat of the Land."

Art note: You will find Michael Angelo in the Philadelphia telephone directory.

"Foes of New Deal Face Probe of

Tax Returns on Roosevelt's Order."—Headline. So, he can't take it, huh?

Ten years ago I captioned a Prince Albert pipe-tobacco ad: "Personally, I smoke for pleasure!" I seem to have started something. Chesterfield, Old Gold and Amerada Cigar now think pleasure is a good reason for smoking.

Good headlines are often built by twisting the familiar. "You CAN take it with you," says a local department store, the "it" being a knit dress for \$2.95.

You're not really a big shot until you own a station-car.

The high spot for me in the Edward G. Robinson picture, *A Slight Case of Murder*, was Allen Jenkins telling the little roughneck in gangster language about Little Red Riding Hood. Sample: "And then the wolf tails her to the old dame's house."

That tobacco auctioneer on the radio sounds wacky to me.

In the East Falls *Bulletin*, Sowden's Meat Market is advertised as "strickly" dependable. As a customer, I can say that their service is as good as their spelling.

Add similes: "No more sex appeal than a policewoman."

I have long contended that fatigue and drunkenness are similar in their reactions. Now a medico (Dr. Harry M. Johnson, Richmond) confirms what I thought was an original observation. "When you are well tired, you are almost the same as drunk physically and mentally," he declares. "The main difference between drunken, truculent husband and tired, querulous wife is in how they got that way." The remedy for both, he continues, is the same: "Sleep it off."

Incidentally, it may be nearer the truth to say that many a person is under a doctor's scare!

Wanamaker's, Philadelphia, used a plus-stopper in a recent sale of those big, colorful peasant scarfs. On a counter was a large, circular mirror. On the mirror in yellow, wooden letters was: "Look Peasant!"

John T. Flynn gets a bright title for his article in that bright weekly, *Collier's*: "Shove Thy Neighbor."

And Pete O'Mara isn't far behind with: "Love and Learn."

T. HARRY THOMPSON  
SALES MANAGEMENT





*Knee-deep in CLOVER!*

WEEI is the only Boston station delivering 32 rich New England counties as well as Metropolitan Boston. Into this area most of New England's 3,000,000 paying guests (with \$500,000,000 to spend) will come this summer and join the enthusiastic year-round audience of WEEI from Provincetown to Bar Harbor.

*That's CLOVER for the alert advertisers who use WEEI—extra buyers and extra dollars.*

"KNEE-DEEP IN CLOVER!" tells the story of WEEI's coverage *and* summer bonus. Be sure your name is on the mailing list.

**WEEI • BOSTON**

CBS KEY STATION IN NEW ENGLAND  
REPRESENTED BY RADIO SALES



One of the advantages of using premiums is that they induce customers to make more than one purchase. Hills Brothers' metal molds-and-cutters assure at least two purchases of Dromedary cake mixture.

## Marketing Flashes

[Stockholders Reports Need Not Be All Dry Figures—  
A Pair of Premiums Open Doors, Boost Sales]

### Free, All Free

American Slicing Machine Co., Chicago, is saying in grocery trade papers, "Give us two minutes of your time and we will give you this Armour Star spiced 'Ham What Am' absolutely free. (It sells for 50c per lb.). . . . We simply take this unusual means of 'paying you' just for looking at the machine that thousands of merchants already regard as the biggest paying investment in their stores.

"We won't even hold you to two minutes . . . just enough time to slice up a few slices of ham on the amazing new American Profit-Maker. You watch . . . that's all we ask . . . and the ham is yours."

A ham as an entering wedge for American's salesmen is logical and different enough to open a lot of doors.

Hills Brothers Co., N. Y., went about the job of picking a consumer premium for its Dromedary gingerbread and devil's food cake mixtures in a level-headed fashion. Officials believed that women would like cookie and sandwich cutters shaped like diamonds, hearts, clubs and spades. A test campaign among the customary cross-section of the nation's housewives confirmed this belief. Ninety-four per cent of the women questioned chose cutters; only 3% owned similar cutters, indicating a ready market.

Cutters will be attached to packages of mix in pairs, assuring a second purchase for completion of a set of four card-suit shapes. Besides shaping

sandwiches and cookies, the cutters will also serve as molds for gelatine, candy, etc. They are expected to spur sales during the next several months.

### Gurgle, Gulp

According to Liquid Carbonic Co. noughts-and-digits experts, there are 30,000,000 seven-ounce bottles of carbonated beverages tilted down the throats of Americans every day in the year. That's one bottle for every four persons, including Baby—who never touches the stuff for the first several years of his life. It takes 10,000 bottling plants to turn out this ocean of fizzy drinks.

In addition, over 120,000 soda fountains sell \$4,000,000 worth of quick lunches daily to be washed down by the 210,000,000 ounces of carbonated beverages.

### Bell Ringer

Homestead Valve Manufacturing Co., Coraopolis, Pa., is introducing Speed Reminder for autos. When set by the driver at any desired mark, the Reminder will ring a tiny bell if the car exceeds that rate.

James Maratta, Manhattan sales consultant who is directing the national merchandising program, claims "this is science's answer to drastic speed violation penalties now imposed by many states." Smith-Hoffman & Smith, Pittsburgh agency, will place ad copy in over 200 newspapers to tell the public of the device.

### Soy and Tung

A billion and a half pounds of flaxseed were imported last year to make linseed oil for paint. From now on foreign flaxseed will have to buck the competition of American-grown soy beans, Matt F. Taggart, director of research of O'Brien Varnish Co., South Bend, told the Fourth Annual Chemurgic Conference at Omaha.

His company has been awarded the first patent issued by the National Farm Chemurgic Council for a process of "thermolyzing" tung and soy bean oil. It is claimed the new oil is superior to linseed oil as a paint vehicle. Performance has been tested with 100,000 gallons and by exposure to the elements of panels covered with paint using the two oils.

Farmers, who have lately gone into raising large crops of soy beans, will beam at this vast potential market. Tung oil comes mostly from China—last year \$20,000,000 was paid China for it—but cultivation of tung trees is spreading in the Gulf states, where conditions are favorable. Present acreage, however, amounts only to 50,000. A half million acres will be needed to produce as much tung oil as China sends us. Therefore, soy farmers and tung orchardists should give the paint makers a vote of thanks.

### Noted and Approved

More and more corporations are seeing the wisdom of converting their annual stockholders' reports into sales and advertising allies. SM, which has been harping on this subject for a long spell, is ever willing to extend congratulations to all companies that take advantage of a ready-made, inexpensive, good will stimulant.

While it is impossible to comment on every worthy report, the following—selected wholly at random—seem especially astute.

Container Corp. of America, Chicago, utilizes pleasing layout, a bountiful number of pictures, and charts to explain how its products are made; where the mills are located; where the raw material originates; and what diverse uses are made of its containers, cartons, and fibre cans. The report resembles a *Fortune* article in completeness and interest.

A feature of the McKesson & Robbins, Inc. (Bridgeport), annual report is a group of full color pages "faithfully depicting the entire McKesson line of drug products. Every selling representative was equipped with a new portfolio containing these 18 color pages, and already definite re-

(Continued on page 73)

SALES MANAGEMENT

# What

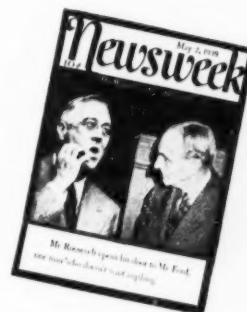
WILL  
COME OF IT?



Not only in national and foreign affairs but also in the fields of Science and the Arts, the present-day world is full of important developments with far reaching consequences. Newsweek not only tells what they are but also what they MEAN, not only tells what they mean but also what they may lead to, what may come of them tomorrow. And, in addition, Newsweek gives its readers the signed opinions of noted authorities.

It is this unique formula of news interpretation, news projection, NEWS SIGNIFICANCE, that has drawn to Newsweek an audience of more than 300,000 thoughtful, active, forward-looking men and women . . . and made Newsweek an uncommonly profitable medium for buyers of advertising.

## Newsweek



### WHOLE-FAMILY READING

Circulation analysis shows that Newsweek reaches the same group of interested families week after week, is read by women as well as men, young people as well as grown-ups . . . and does, therefore, a thorough selling job for advertisers in every classification.

THE MAGAZINE OF NEWS SIGNIFICANCE

MAY 15, 1938

[ 33 ]



# How to turn advertising plans *into* SALES

**A**S LONG as there are people, there will be news. As long as there is news, people will want to know about it. They want it while it is fresh, not history. They want complete reports with pictures, not meager bulletins.

So they read the newspaper. They read it for its comprehensive coverage of happenings and day-to-day trends. They read it for its swift interpretation of the meaning of events.

Day in and day out, people turn eagerly to the newspaper for knowledge of world affairs . . . and for guidance in their private lives. It is the medium they consult every day of the year for news of fashion, cooking recipes, investment counsel . . . and for help in shopping for the things they buy.

In Chicago the newspaper which every day of the week renews contact with the majority of all the families in metropolitan Chicago is the Tribune.

Through the Tribune the manufacturer can address an assured, constant audience, attracted by this newspaper's superior coverage of the news, its forthright editorial stand and its appealing feature and service departments.

*Remove the newspaper from American life and there would be chaos. It alone tells quickly . . . fully . . . with pictures . . . the news about everything . . . as it happens. For the great mass of people the newspaper is the primary source of the information which they hunger for and need . . . and, for many, it is the sole source. As a result, the newspaper is the medium around which the advertiser can build his plans with assurance of reaching his largest and most responsive audience.*

Through the Tribune the advertiser can talk shop to a tremendous buying audience accustomed to turn to the Tribune for advertising of practically everything bought at retail.

Reaching more than 670,000 families in Chicago and suburbs alone, the Tribune seven days a week delivers this market's largest group of known spenders. Chicago merchants spend more of their advertising budgets in the Tribune than in any other medium.

Every dollar the manufacturer spends for Tribune advertising can be devoted to winning acceptance for the product and the company behind it. He has an audience already assembled, ready for direct solicitation and in a frame of mind to receive it.

He can build lasting impressions by pictur-

ing his product in black-and-white or in color. He can describe its uses and sell the satisfaction that comes from using it. He can point up the exclusive features which frequently are the deciding factors in clinching the sale.

In the Tribune he can start and stop his advertising in keeping with seasonal demand, market conditions and buying power. He can give his dealers direct selling help as they need it and when they need it.

No advertiser, no group of advertisers, ever has pushed to the limit the huge buying power represented by Tribune circulation. Individual manufacturers have spent as high as \$500,000 in the past ten years for Tribune advertising and today are more active than ever in the market. Department stores spend as much as \$20,000 for advertising in a single issue of the Tribune and make it pay out handsomely.

To every selling job involving the public, no advertising medium is so demonstrably basic as the newspaper. And in Chicago, you can take maximum advantage of the opportunities this rich market offers by building your program around the Tribune. Tribune rates per 100,000 circulation are among the lowest in the country.

## CHICAGO TRIBUNE

*the world's greatest newspaper*

TOTAL DAILY CIRCULATION IN EXCESS OF 825,000 ★ TOTAL SUNDAY CIRCULATION IN EXCESS OF 1,000,000

# Spotlight

## PEOPLE IN THE SALES PANORAMA



"I'll get you plenty of dealerships—or I won't be back," H. R. Ickes snappily told the Climalene Co. of Canton, Ohio, one day 27 years ago. He took a lot of samples of Climalene—a cleansing water softener—and hopped to Cleveland, then Pittsburgh, then Cincinnati. He worked 14 hours a day "sampling" people in homes, stores, on street cars . . . everywhere. And he demonstrated to grocers. So he came back sold on sampling to create demand and dealer education to make sales. They have bulwarked the company's selling ever since. And now Mr. Ickes is its sales vice-president.

He still samples and demonstrates at the drop of a hat—hammers it into his salesmen who back up jobbers covering 26 states marked out on a hard-water-area map hanging in his office. He sells everybody on Climalene, using a bright smile that turns on like a light. He's so trig, trim and neatly blue-serged you might think he was army-trained. But he wasn't. In 1898 the army refused this Ohio farm boy for under-age. So he bummed to Havana, stopped a runaway team of horses that turned out to be pulling a U. S. ambulance—and got a civilian job with the army. After three years railroad building in Cuba following the war, yellow fever sent him home. He worked in a bakery in Mansfield, sold a while for National Biscuit Co. and then joined Climalene.

In the 27 years since then he's been so disgustingly healthy he's never missed a day from business—and business is on his mind day and night. Still he raises flowers, bowls a good game and is deadly with a target pistol. A sample of his wit: "I drove from the Atlantic to the Pacific in eight hours"—but it was across the Isthmus of Panama!

# SAMPLER



Blackstone

## HIS PLAN WORKS

There's one boss' desk in Baltimore that's always flooded with business ideas from everywhere inside the company—Charles P. McCormick's. It's flooded not only because he's 41, flexible-minded and friendly, with his office door always wide open. It's flooded because for five years McCormick & Co.'s big spice, tea and extract business has operated under "Multiple Management," with a senior board listening intently to junior, factory and sales boards. Thus fifty men run the company. Any worker can examine the books. Wages are 34% over 1929 on a bonus, profit-sharing plan. Profits are regular. Charles P. McCormick tells the world about it in speeches and a book.

This athletic, intensely human young president born in Mexico—his father was a missionary—went to grammar schools in Puerto Rico, Birmingham and Boston; to high schools in Paris and Baltimore; to college in Johns Hopkins (as a Phi Gamma Delta) before he did a hitch in the navy during the World War. While he was fighting his way up in his uncle's spice business (it was no benefit at all to be the "boss's nephew" in that company) he worked and played with the employees. They love him. He got their slant; learned how valuable they could be to the company. Right there was born the "Multiple Management" plan which he put into effect when he became president in 1932.

Today, as head of his company, director of three banks and big Baltimorean, he's still enough of a gob to yell at every Navy game; travels the country calling on jobbers and dealers; collects model clipper ships and marine paintings; is no mean sketch artist himself. He's so much interested in people that his desk and office are littered with snaps he has made of employees, customers, friends. But his main absorption is "Multiple Management."



Selling two billion dollars worth of goods a year is R. H. Grant's job. As General Motors sales vice-president he is responsible for supplying Chevrolets, Buicks, Pontiacs, Cadillacs, LaSalles, Oldsmobiles, Frigidaires, GM trucks, Yellow buses, Delco products to the world.

This he does through thousands of dealers, and he has decided ideas about dealer dealings, to wit: 1. Go to any lengths to arrive at potential of territory; 2. place dealers so that they will make money; 3. train dealers and their salesmen; 4. back a good selling force with good advertising; 5. stimulate salespeople with contests and smart sales meetings; 6. maintain intimate contact between product analysis and sales department; 7. give a good sales force a good product *always*; 8. make few promises; keep them *all*.

Grant himself (Harvard, '01) sold books in a department store, then New England telephone service, then National cash registers at Dayton . . . becoming general sales manager in nine years. With C. F. Kettering and E. A. Deeds, he founded Delco Light Co.; boosted sales to \$9,000,000 a year. GM bought them out, retained Grant as president and later gave him Frigidaire also. Determined to outsell Ford, in 1924 GM called Grant to Detroit and made him vice-president and general sales manager of Chevrolet to do the trick—which he did. Chevrolet is in first place today. Grant has been vice-president in charge of all GM sales since May, 1929.

Though Detroit is his headquarters, he lives on his 400-acre farm near Dayton; indulges his fine stock hobby: Jersey cows, Belgian studs, red Duroc hogs, Cheviot sheep. Likes to ride horseback over the farm, and to read . . . when there's time. His home address and telephone number aren't in the book. Life for him is just one meeting after another—everywhere.



## SPARK-PLUG





## **TODAY MAN**

You live and work *today* without looking back . . . you feel that today's basic trends mark *progress* . . . if you're like Gilbert Kinney, senior vice-president of the world-wide J. Walter Thompson Co., advertising agency, and new chairman of the 4A's. Maybe that's why he's "a New Dealer but not a spoon coddler" . . . one who believes that *today* a business with a good necessary product, offering a good value, using good sales management backed by good advertising—and fired by the right competitive spirit—can earn a profit *now* without cutting advertising and selling . . . and without getting Washington jitters. To prove it he cites Scott Paper and Penick & Ford. He's a director of both; knows business from the inside.

Says he to manufacturers: "Don't forget this country has half the buying power of the world. Don't stop advertising . . . it costs too much to regain momentum later."

Gil Kinney is soft-voiced, arch-eyed and friendly—"sharp and tender" fits him—but he's so strong for the competitive spirit that he feels the biggest thing he can ever give his seven-year-old boy is just that. He had it when he came out of Yale in 1906, for he walked into the J. Walter Thompson agency without being hired, felt around for three weeks on no pay before he had *made* himself a job—at \$5 a week! Later he joined the Paul Block newspaper group. And in 1917 *came back* into J. Walter Thompson when Stanley Resor took charge . . . the only man on record rehired by that agency! (It just isn't done.) He and Resor were resplendent bachelors who had lived together. He remained a bachelor until 1929 . . . proud of a Kinney-planned New York apartment and garden home in Greenwich, Conn., which people loved to visit. They love it even more now that he has his family around him . . . a Greenwich community leader.



**When Executives start itemizing their own "Incidentals", it is doubly important to keep them sold on your product!**

**W**HEN there's smoke in every chimney and a carnation in every lapel, selling things to a company is capital fun. But the real test comes when business begins to ease off a bit. That's the time when industry grows cautious — when careful discrimination is exercised as to what new equipment and modernization is immediately important and what can be deferred.

Business Week sells the men who have the final say — as no other publication has been able to do. No business paper campaign and no sales program is complete today without Business Week — the executive's business paper.

*Business Week reaches more executives per advertising dollar than any other general magazine or general business magazine.*

# BUSINESS WEEK



ALERT . . . ACCURATE . . . AUTHORITATIVE

McGraw-Hill Publications • 330 West 42nd Street, New York, N. Y.

MAY 15, 1938

[ 39 ]



CHICAGO HAS A RADIO,  
ITS NAME 'TIS WISE TO KNOW,  
FOR WHERE MID-WESTERN  
PEOPLE LIVE,  
'LS IS SURE TO GO!



# WLS

*The Prairie Farmer Station*

WLS advertisers know that they are reaching not only a large audience throughout the Mid-West but also a large and important market in metropolitan and suburban Chicago as well! And they have also found that because WLS serves listeners first, it serves advertisers best. WLS gets results!

BURRIDGE D. BUTLER, PRESIDENT

**NATIONAL REPRESENTATIVES:**

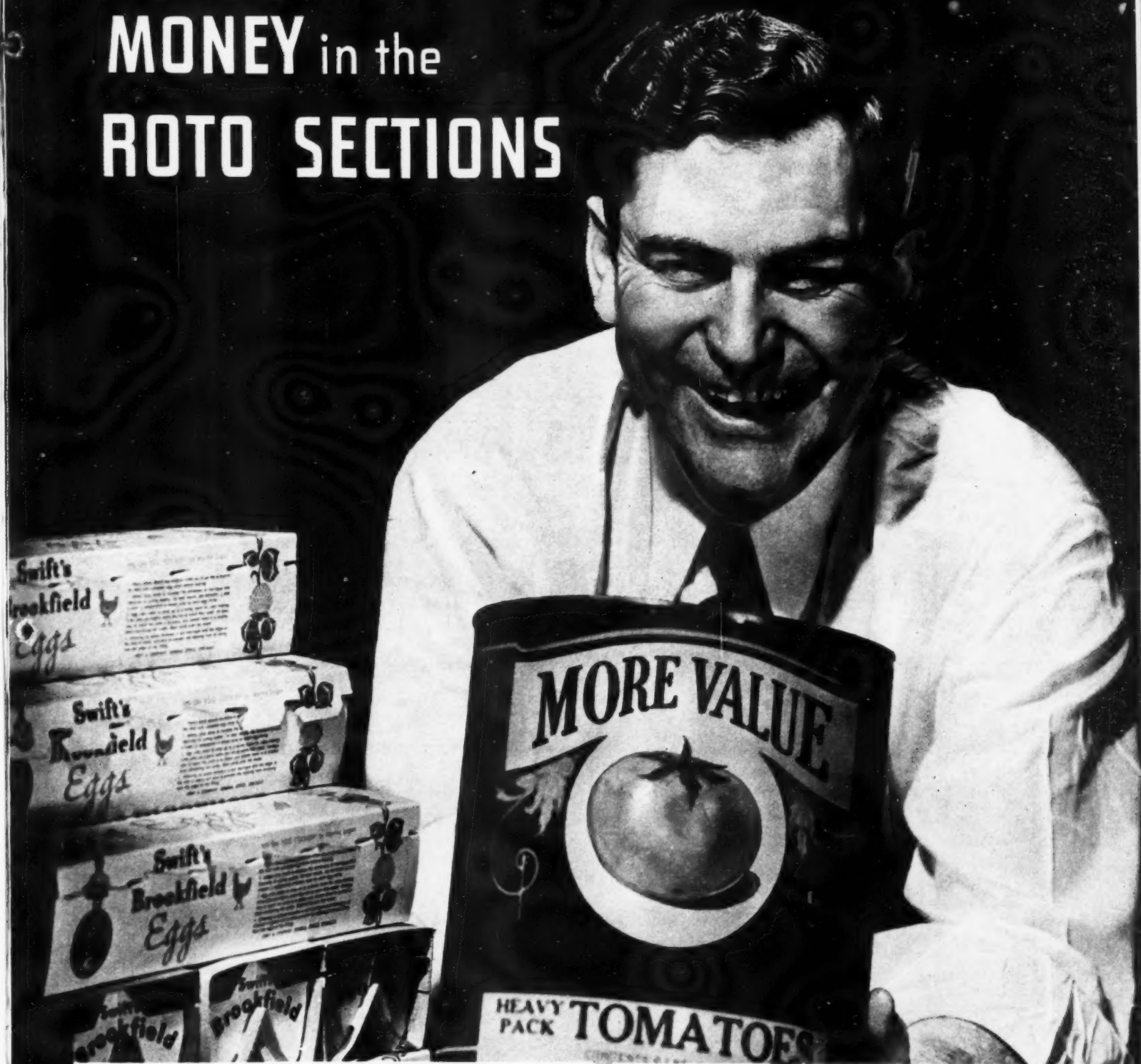
GLENN SNYDER, MANAGER

INTERNATIONAL RADIO SALES, CHICAGO, NEW YORK, DETROIT, LOS ANGELES, SAN FRANCISCO

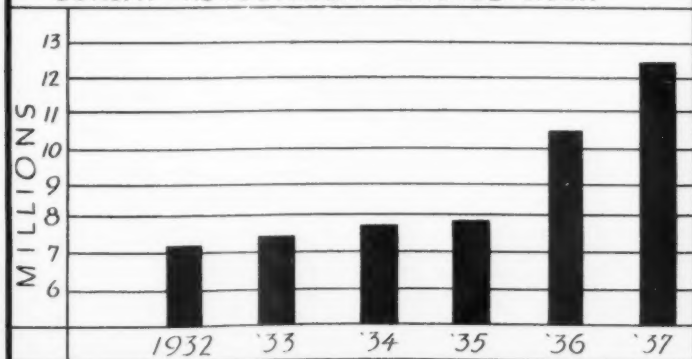
[40]

SALES MANAGEMENT

# More for your MONEY in the ROTO SECTIONS



SUNDAY ROTOGRAVURE LINEAGE CHART



• During the past five years of spotty recovery, rotogravure has conclusively proved its worth to advertisers by enabling them to shun sluggish markets and concentrate in active ones. As a result, each year has seen advertisers allot *larger* portions of their budgets to rotogravure . . . until today, as the accompanying chart shows, they are investing 100% more of their advertising appropriations in roto than they did 5 years ago. What results you could expect by using more space in rotogravure are indicated by the case study on the following page.

# ROTOGRAVURE

## *Sells Mushrooms too....*

Mr. H. J. Lance, of Grocery Store Products Sales Co., Inc. says: "This past Fall, rotogravure was used exclusively for Jacobs Mushroom advertising, because it permitted a bulking of our advertising effort in urban centers, where distribution and sales of mushrooms are best. In addition, however, rotogravure gave a practical advantage

**"Mmmm!"**  
***Smothered in Mushrooms"***



**FRESH-CANNED**

... with their full, delicious flavor sealed in as fast as they're picked!

JACOB Fresh-Canned Mushrooms are packed within 3 hours of picking... when they're plump, tender and just bursting with flavor. They're actually 6 to 36 hours "fresher" than the "market" kind! And you have none of the old-time bother of trimming, washing and preparing. Because there's no waste, a single 8-ounce can equals a full pound of the "market" kind. Don't miss mushrooms any longer. You can afford to have them often now... and why not start tomorrow?

CODE: 1937 GROCERY PRODUCTS MFG. CORP.

**JACOB**  
HOTHOUSE-GROWN  
MUSHROOMS



**Plump  
Tender  
Bursting  
WITH  
Flavor!**

**FRESH-CANNED  
MUSHROOMS!**

Packed within 3 hours of picking...and all ready to use!

NOTHING wakes up a Monday appetite like mushrooms! And tomorrow you can order them from your grocer all ready to use—no trimming, washing or preparing. And so fresh! Packed with their fullest flavor as fast as they're picked... 6 to 36 hours "fresher", in fact, than "market" ones. And because there's no waste—no blemishes—no trimming, an 8-ounce can equals a full pound of the "market" kind. Give the family this surprise "treat" tomorrow!

CODE: 1937 GROCERY PRODUCTS MFG. CORP.

**JACOB**  
HOTHOUSE-GROWN  
MUSHROOMS

by making possible good reproduction of attractive dishes made with mushrooms.

"Sales for the last quarter of 1937, during which the advertisements appeared, showed a definite increase in the cities where the rotogravure campaign ran. All indications show that it did its job effectively."

• For advertising such commodities as foods—in whose purchase the whole family has a voice, rotogravure sections have proved themselves one of the most effective of mediums.

They make it possible for you to dovetail your advertising with your distribution... local, spot, or national. They permit you to use appetite whetting photographs with the full assurance of perfect reproduction. And, most important of all, they give you the certainty that your message will be delivered to a greater number of men as well as women readers.

For in the Gallup study of Sunday newspapers sponsored by

the Kimberly-Clark Corporation it was proved that the percentage of men and women who read anything, advertising or editorial, anywhere in the newspaper averaged almost twice as high for rotogravure as for all other sections,

Such reader interest makes rotogravure one of the most effective and low cost mediums for food advertising.

**Kimberly-Clark Corporation**

Established 1872 • Neenah, Wisconsin

NEW YORK  
122 East 42nd Street

CHICAGO  
8 South Michigan Avenue

LOS ANGELES  
516 West Sixth Street



Popular with dealers and powerful in its sales impact on prospects, is this sectionalized magneto, a working model which prospects can operate themselves. It tops the Magneto Counterboy, a six-paneled revolving counter display which tells A-B's sales story, point by point, in less than 45 seconds.



BY

M. S. SULLIVAN

United American-Bosch Corp.'s volume on magnetos has steadily increased under the impetus of a new model backed by a program of smart sales and merchandising helps.

## This Improved Product Reopened a "Closed" Market for Magnetos

FOR 35 years the magneto industry remained unchanged. Products had been built so well that they lasted a long time, and, when they did show signs of wear, they were invariably repaired. The trade considered magnetos repair items, and there was little emphasis on selling new units.

In construction, too, magnetos had remained much the same. The magnets were large, making it necessary to have stationary mounting, while the electrical parts which generated the high tension current rotated. These rotating electrical parts were subject to considerable strain and wear which contributed to fairly high repair costs. Newer units had done little to lower repair costs, so that the sale of new magnetos met with much resistance.

The situation was vexing to the automotive trade sales division of United American-Bosch Corp., Springfield, Mass., world's largest manufacturer of magnetos, whose prime interest was new sales.

Production and laboratory chiefs went to work to produce a product that would remedy this situation. First, Bosch wanted a magneto on which repair costs would be lower, to give them a powerful sales theme with which to sell new units. They sought greater efficiency, too.

The result of this study, announced about three years ago, has revolution-

ized the magneto industry. Basis of the study was the discovery of a new magnet material with six times the magnetic power of former metals, making possible the manufacture of magnetos with one-sixth the bulk of magnet materials. The new design cuts repair costs in half and skyrocketed Bosch magneto sales.

"In 1936," said Charles L. Shedd, sales manager of the division, "magneto sales increased several hundred per cent, and in 1937 another very substantial sales jump was realized. Now we have laid the foundation for an even more active sales promotion drive which should make the current year a banner one."

"The activity consists of developing the market right under our noses and supplying the kind of selling tools that distributors and dealers really want and will pay for. We have found that once the right kind of sales promotion material is provided the dealer will not only pay for it but will give his best sales cooperation to justify his expenditure."

The new magnet material, which in a magneto never needs re-magnetizing, is called Alnico, a name coined from the first two letters of the three metals of which (in addition to iron) it is made: Aluminum, nickel and cobalt. Formerly magnetos were so large it was most practical to have them stationary. This meant vital electrical

parts rotated. Now the greater power of Alnico has reduced the amount of magnet metal to one-sixth; therefore, the magnet can be rotated and the vital electrical parts remain stationary. Being stationary, electrical parts wear considerably longer, and maintenance costs are greatly reduced. The new magneto has but three moving parts, a sales theme that demanded consideration, since it directly affected the pocketbook.

When the American-Bosch super-powered magneto was submitted for testing by a group of known and dependable magneto users, the official test reports furnished some valuable themes: Repair costs cut in half, quicker engine starting, efficient starting even with spark plug gaps considerably worn and leaky ignition cables, and proof of the product's dust, water, Winter- and tropic-proof features. Bosch had made a magneto without competition in its price range, a magneto which emulated the high-speed, special-purpose types previously used on the speedways.

The new product's estimated replacement market was approximately 1,000,000 magnetos per year, obsolete, worn-out units. Further, it sold in territories where the former types could not be sold.

American-Bosch magnetos are sold to operators of tractors, trucks, buses, marine and industrial engines for fleets

varying in size from one to hundreds or even thousands of engines and vehicles.

Products are distributed internationally through a network of 147 distributors to service stations, garages, automotive supply dealers, and dealers in the marine and industrial engine fields. The trade sales division maintains no district or branch offices, but controls the efforts of 12 salesmen from Springfield headquarters. Incidentally, each salesman is known as a district manager, since he is responsible for company business and sales in his area.

Previously, retailers had carried very little or no new magneto stock, since new sales were so thoroughly subordinated to repair work. With the advent of the new product, Bosch realized that much of its success would depend upon solving this stock problem, since there were something like 250 magneto types. In spite of the fact that far less than that number would constitute a reasonable stock, it still remained a problem to ask dealers to invest in a stock of such a wide variety of types. American-Bosch engineers, therefore, devised a system of making certain basic magneto models to be used with conversion parts to make various other types.

These were incorporated in two merchandise deals, one including two standard magnetos with conversion parts for making any of 40 different types, which covers the four- and six-cylinder field of medium and smaller sized magnetos. The other, a supplementary deal, adds two magnetos with conversion parts for making 72 additional popular types.

This idea was pre-tested by 15 reli-

able distributors who reported satisfaction and efficiency. The merchandise gave dealers an opportunity to maintain a representative stock at minimum investment, and experience has proved that the deal serves 80% of all needs. Merchandise was furnished in a cabinet paid for by the manufacturer, distributor and dealer, each paying a third of the cost, or about two dollars.

So well was this idea received by the trade that 60% of all stores bought one or more deals, and the plan is credited by Bosch with having brought a 250% sales increase the first year.

In marketing the new magneto, American-Bosch had to introduce a principle new to magneto selling, the modernizing idea. It had to induce fleet operators to invest twice as much in a new magneto as current repair costs would be, although Bosch had the powerful leverage of the fact that the new units would cut maintenance costs in half.

They had to meet the resistance of the service station and other retail store operators, who had for years built up the psychological attitude that magnetos are repaired, not replaced. To replace with a product that would cut repair costs in half would greatly reduce repair business, they thought. Thus, Bosch had first to secure trade acceptance of the new product. This was accomplished by first selling the modernizing idea to distributors, then, with the distributors' help, to their dealers.

District meetings were staged from July to November, 1936, by district managers who presented product and plan. After distributors had been given time to push sales, the company staged a letter-writing contest offering

Bosch radios for the best letters on "How the American-Bosch Magneto Modernizing Plan Has Helped Me to Get New Business." Of 438 key men, Bosch received entries from 332. The contest was put on to determine to what extent distributors' personnel had been sold, since this would be directly reflected in their letters telling how the modernizing idea had increased sales.

Comment from these letters was pleasing: "I am for it 100%"; "More power to you in such a wonderful product"; and "During 1936 we sold \$180 worth of magnetos, while in eight months of 1937 sales jumped to \$439." Still another writer told of breaking down his territory by counties and service stations, coupling statistics of the United States Department of Agriculture on the number of tractors and gas engines on farms with an analysis of all industrial equipment and motor fleets where sales possibilities exist, as a means of determining his potential market. This distributor staged a direct-mail campaign to reach farmers, truck operators and others considered sales prospects.

### Win Trade Support by Ads

Having sold distributors, dealers were then visited by district managers at several hundred meetings.

By the beginning of the current year, Bosch had lined up the trade and was advertising consistently in *Bus Transportation*, *Commercial Car Journal*, *Automotive Industries*, *S. A. E. Journal*, *Farm Implement News*, *Engineering News-Record*, *Motor Boat* and *Oil and Gas Journal*, placing advertisements through E. T. Howard Co., New York.

The 1938 job was to provide dealers with good selling tools to be paid for by the dealers, a task which has been accomplished with more than ordinary success. This activity centers in two kits, one for stores and one for outside salesmen, each costing the dealer \$22. For stores, there is the MJ Magneto Merchandising Kit No. 1 which includes a sectionalized magneto, a counter display stand called the "Magneto Counterboy," a pocket sample of the new Alnico magnet metal called the "miracle magnet," one set of six merchandising pennants, modernizing sales manual, and 25 modernizing sales folders.

For outside salesmen, the MJ Magneto Merchandising Kit No. 2 includes one sectional magneto, miracle magnet, sales manual, 25 sales folders and a sturdy carrying case, the latter equipped with a removable velvet pad to be placed on the desk or counter to improve presentation by eliminating dis-

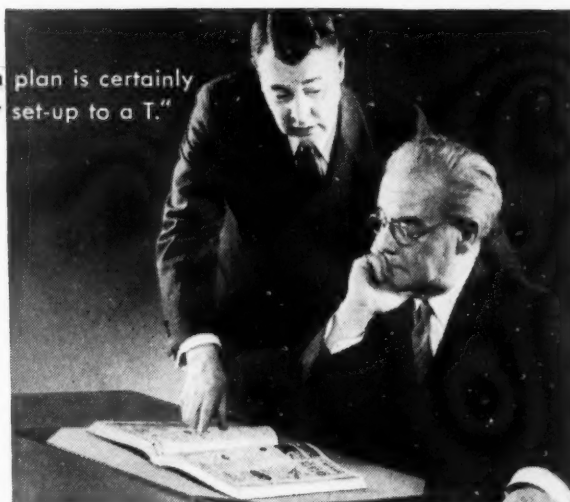
(Continued on page 68)



The "world's most famous dog" will make his appearance June 1 on a new product: RCA Victor radio tubes. An elaborate ad and merchandising campaign is being perfected. Nipper was a fox terrier belonging to Artist Francis Barraud, who sold the "His Master's Voice" picture to Gramophone Co., Ltd., London. Only after he had appeared in ads and met with high favor was Nipper adopted as a trade-mark. Eldridge Johnson, founder of Victor Talking Machine Co., acquired American rights to the painting in 1901. The rest is history.

"This dealer identification plan is certainly flexible. It would fit our set-up to a T."

# 5 WAYS that 5 concerns use the Classified



**REMINGTON RAND.** Under its well known trademark in Classified Telephone Directories, this Company lists its branch offices. These offices sell at retail and also furnish inquirers with the names of nearby dealers.

**EVINRUDE - ELTO.** Here is an interesting feature of this Company's use of the Classified. Directories are used at or near "water spots" which are markets for outboard motors. Distributors and dealers are listed.

**GOODYEAR** uses directories nationwide, for both tires and batteries, in every town where there is a Goodyear store or a dealer. It's easy for people to find Goodyear tires and batteries everywhere they may go.

**BOSTON GEAR** gets telephone book customers even in towns where it has no sales outlet. For example, it lists the Boston Gear Cleveland outlet in the Akron Classified to direct inquiries to the nearest point where a stock of gears is maintained.

'blue cool' has distribution throughout New England, the Middle Atlantic States and part of the Southern Atlantic States. In the West, its distribution is scattered. Therefore its dealers are listed only in those directories of the communities served. This sectional use is in contrast to the Goodyear instance.

## REMINGTON TYPEWRITERS

Noiseless, Standard, Portable—new and rebuilt. All carriage widths, type styles, keyboards. Rentals guaranteed excellent quality. Repairs by factory-trained men. Remico Typewriter Ribbons and Carbons.



"WHERE TO BUY THEM"

## EVINRUDE-ELTO OUTBOARD MOTORS

Complete line of Single, Twin and 4-Cylinder Motors. Speeds from trolling gait to over 60 miles per hour. Lowest prices, easy terms. Expert service.



"WHERE TO BUY THEM"

## GOODYEAR TIRES

Any size, any type available—for any purse. More people ride on Goodyear Tires than on any other kind.



"WHERE TO BUY IT"

## BOSTON GEAR STOCK PRODUCTS

Gears, Speed Reducers, Chain Drives, Shaft Supports, Pulleys, Pillow Blocks, Universal Joints, Shaft Couplings, Bearings, Collars, Bushings, etc., in thousands of standardized types and sizes.



"WHERE TO BUY IT"

## BLUE COAL

America's Finest Anthracite color-marked for your protection. The blue tint is your guarantee of better, more economical heat. Authorized dealers listed below.



"WHERE TO BUY IT"

• The examples above show how adaptable "Where to Buy It" Service is to different plans of distribution. Let us discuss how this *dealer identification* service can help

you to solve your merchandising problems.

American Tel. & Tel. Co., Trade Mark Service Div., 195 Broadway, New York (EXchange 3-9800) or 311 W. Washington St., Chicago (OFFicial 9300).





# How to Get Department Stores to Push Your Consumer Contest

Most big stores turn thumbs down on contest ideas because they are conceived selfishly to glorify the manufacturer. If you want to break through this prejudice, a contest must do three things: (1) Create business or traffic, or both for the store; (2) give the store as much publicity as the manufacturer himself; and (3) give the store exclusive contest rights within its market.

BY JAMES C. CUMMING

*The Grey Advertising Agency, Inc., New York*

**W**HAT is the usual reaction when a manufacturer approaches a department store with a consumer contest idea? A recent survey of the subject brought such answers as these:

From J. P. Doody, Wolf & Des-sauer, Fort Wayne, Ind: "Our store policy is not very friendly to consumer contests of any kind."

From R. K. Lowry, Interstate Department Stores, New York: "Manufacturers usually are too selfish in their contests. They are interested only in moving their own goods. To be welcomed by department stores, contests should be planned to bring people into the store."

From R. D. Marshall, Elder & Johnson Co., Dayton, Ohio: "We have done very little in consumer contests operated by manufacturers, and as a matter of policy are not too hot for the idea."

These statements express the best department store theory on the subject of manufacturer-originated consumer contests. It sounds as though contests simply are not welcome. But does this mean that the manufacturer, who knows that a good contest will increase his business sharply, should make up his mind that stores won't use contests?

On the contrary. The facts, which speak far louder than the theories, show that when the merchandise involved is sufficiently important, and the contest is planned from the store's point of view, department stores definitely will use contests.

Here are specific examples of con-

sumer contests that "clicked" when stores used them:

The Chambers Gas Range Company not long ago cooperated with Hochschild, Kohn & Co., Baltimore, in a contest to see what customer of the store had the oldest gas range in Baltimore. The object, of course, was to develop a prospect list for the store's salesmen to use in selling new gas ranges. Just one prize was offered—a new Chambers Range—with the stipulation that the prize would be duplicated in case of a tie. A further rule of the contest was that every old gas range entered must be in usable condition today, which made the possibility of a tie extremely remote.

The contest pulled more than 700 entries, and many of the leads resulted in sales.

With McCurdy's, Rochester, the Mary Muffet Dress Co. of St. Louis arranged a contest in dress design that was extremely successful. Data on the contest were sent to all the art teachers in Rochester, who welcomed the opportunity to stir up interest among their classes.

The tie-up with the product was even more complete than it was in the case of the Chambers promotion. As a result of the offering of Mary Muffet dresses as prizes for the best dress designs submitted, 179 entries were received. These were sent to St. Louis for judging by the fashion editor of the *Post-Dispatch*, a member of the faculty of Washington University, and two designers, and the president of the Mary Muffet Dress Co.

All the entries were returned with

honorable mention for exhibit, with the winners, at the store. Simultaneously with the exhibit, the stores held a strong promotion of Mary Muffet dresses that resulted in peak sales for the day.

Bates Manufacturing Co., makers of bedspreads, had great success with a bed-making contest at Gimbel Brothers, Philadelphia. Prizes—the first was a trip to Bermuda—were awarded on the basis of both speed and quality in making the bed. The advertising announcing the contest was prepared and paid for by the store, while the prizes were provided by Bates, according to Alvin Grauer, Gimbel's advertising manager.

To register for the contest it was necessary for the customer to visit Gimbel's bedspread department to get an entry blank and to be assigned the time for participation. Although the plans called for holding the registration open for two days, entries totaled more than 300 by morning of the second day, and it was decided that a larger crowd would be unwieldy.

A peak of excitement was reached during the staging of the actual bed making, which was supervised by Diana Johns, who originated the contest. Hundreds of customers came to watch and cheered on the entrants during the three days it took to give every entrant a chance to show her skill at making a bed. Both the store and the manufacturer regarded the promotion as highly successful.

## They Bring Customers Back

In January of this year the makers of Pilgrim yarns offered, through Macy's, New York, a series of valuable prizes for the best workmanship and color combinations in hand-made rugs, made from Macy Pilgrim patterns and Macy rug yarns. First prize was a Plymouth sedan. Three months were allowed for completing the rug, and a requirement was that Macy's sale slips, labels of yarn purchases and the entry blank stub must accompany each entry.

Note that, like so many other successful contests, this brought the entrant into the department at least twice, once to get the materials and again to bring in the entry.

Pictorial Review Pattern Co. follows a similar plan in presenting its "Mystery Dress" contests each month. The customer must come to the store for an entry blank and the necessary information, must come again for the patterns, yard goods, notions and accessories, and must return a third time to bring the finished dress for judging.

The Pictorial contests have an add-

*for sales managers:*

## Problem in Math

Dr. Einstein and your National Sales Manager have much in common. Both are necessarily good mathematicians; both recognize the element of Time in their calculations, if in a different sense. The N.S.M., with one eye on his markets and the other on the profit and loss ledger, encounters many pressing problems in the course of his duties. Here is such a problem:

### THE PROBLEM

A well-established toilet goods manufacturer introduces a variation of his product in a can of a new design, using the same brand name.

Everything is carefully planned. Jobbers are stocked and an extensive advertising campaign is released.

Then an avalanche of customer reports brings confusion. The customers are unable to purchase the article at their local druggists. The situation is most serious in fifteen cities. To save the company's large advertising investment, something must be done within a week's time.

The problem is laid on the desk of the national sales manager. He thinks rapidly. Obviously, the problem centers on the dealer. He must be contacted personally, immediately. But how and by whom?

The national sales manager has seventy company field men who could do the job. But they are scattered to the four winds. Transporting them to the markets involved would require time and considerable money.

What would you do if you were this national sales manager?

### THE SOLUTION

The problem is not hypothetical. It actually happened recently.

To solve the problem, Ross Federal was consulted. The rest was easy.

Equipped with counter cards, sample display cans and a "special story" covering the sales plan, advertising, profits, special deal, etc., Ross Federal resident representatives contacted 1,500 retail druggists in the fifteen cities.

Coverage was effected in seven days. Of the druggists contacted, 94% accepted the sample and counter display.

The druggists were re-checked in two weeks. The findings: 77% were still displaying the material; 41% reported having ordered additional stocks!

The cost? Much less than any other solution would have required . . . because Ross Federal men do not have to be transported to the scene of operations. They are already there!

This story has a moral: the next time you have a problem in "Sales Math," call in Ross Federal as the first step toward its solution. There is no fee for consultation.

WRITE FOR "MATTERS OF FACT"—THE STORY OF THIS FACT-FINDING ORGANIZATION

**ROSS FEDERAL RESEARCH CORPORATION**

AFFILIATED WITH ROSS FEDERAL SERVICE INC

EXECUTIVE OFFICES: 6 EAST 45th STREET, NEW YORK, N. Y.

ed, interesting twist. Not only are there cash prizes for customers, there are also cash prizes for the pattern departments that sell to the winning customers. It is possible to arrange with most stores to have this type of departmental prize divided among the salespeople in the department.

Notice that all these contests were originated by manufacturers, and that stores used them enthusiastically, in spite of their general anti-contest policies. In addition, the manufacturer should look for suggestions to still another type of contest—the contest originated by the store itself. For stores do stage contests of their own, and when they do they are usually successful.

### Children's Contests Resultful

Consider, for example, the competition Saks-Fifth Avenue, New York, held for a drawing for the cover of their Spring 1938 children's catalog. More than 900 children between the ages of six and fourteen competed for the first prize of \$100, second prize of \$50, and third prize of \$25. Crowds came to the store to see the exhibit of the drawings submitted. There's an idea here for the manufacturer of any product for children that's sold through department stores.

And consider the essay contest of L. Bamberger & Co., Newark, in connection with its exposition of the historical, cultural, industrial and recreational phases of New Jersey. Contest entrants were divided into three groups, with cash prizes for each group. The first group included children in the third, fourth and fifth grades. The second group covered the sixth, seventh and eighth grades, and the third group included the high school pupils.

A contest of this type gets strong support from the schools. It could be arranged by any manufacturer whose product appeals to specific age groups, as the contest could be limited to these groups. Stores would welcome it because the entrant must come to the store to get the entry blank, and again to submit the finished essay. As for subjects, what manufacturer can't think of a dozen? The position of his industry in national economics would be a good one for high school students to write about.

Since stores remain prejudiced against manufacturers' contests in the face of these successes, it is obvious that the properly planned contest is the exception and that most of those urged on stores simply will not work.

"It seems to me," says B. Lewis

Posen, director of publicity of Hochschild, Kohn Co., "that most national contests are arranged to glorify the manufacturer before anything else. The result is that in most instances the store does not develop the proper selfish interest which is necessary for the success of any kind of contest. If such contests can be made to seem as much the store's property as they are the manufacturer's, I believe that stores would be more willing to promote them more frequently, and I believe they would bring greater results."

What, then, are the rules that should be followed in organizing a contest to reach consumers through department stores?

1. The contest should create business, or traffic, or both, for the store. The customer should be brought to the store as many times as possible, within reason, in connection with the contest.

2. The contest should give the store as much publicity as it gives the manufacturer.

3. The contest should be exclusive with one store in a city.

4. The manufacturer should pay a fair share of the cost of the contest. Usually the store will devote advertising and display space to it if the manufacturer will provide the prizes.

## Borden's Builds Store Traffic for Dealers with Premium Campaign

"IT'S in the bag for our wholesale customers who tie in with the Borden Social Security Card campaign," Borden's Dairy Delivery Co., San Francisco, is telling grocers, restaurant and hotel and fountain managers as it presents these dealers with a provocative-looking cotton bag marked with a big black dollar sign.

Borden salesmen have been busy leaving these bags (a yellow explanatory tag attached) with dealers. When the dealer looks inside he finds 15 non-tearable, practically indestructible en-

5. The manufacturer should arrange for the judging of the entries, preferably by impartial judges who have no connection with him or the store. The store can't risk being blamed by disappointed entrants.

6. The store will usually welcome having the manufacturer write each entrant a note of thanks in his and the store's name. This helps to build good will for both.


7. The manufacturer should arrange to compile a mailing list of all entrants for his own and the store's future use.

8. Prizes should be sensible. They will vary in size with the nature of the contest, and of course a bigger prize should be offered the woman who spends six months making a quilt than the customer who makes a dress in two or three days. But remember that a large number of small prizes will build more good will for you and draw just as many entries as a limited number of large prizes.

Yes, department stores will welcome your contests—and run them—if you prepare them carefully with the needs of the store in mind. Plan your contest so it will bring business to the retailer, and automatically it will bring more business to you.

velopes made to fit the new social security cards that every wage earner is carrying now in pocket or purse. The tag on the little sack of social security envelopes tells dealers that the envelopes are to be given to their customers to protect their social security cards and those of members of their families. "For the first time a company has thought of reminding the wage earners in every community of the importance to them of protecting that most valuable card in their possession—their social security card."

(Continued on page 66)



**IT'S IN THE BAG!**

**TO OUR WHOLESALE CUSTOMERS:**

Our salesmen are leaving with you a few of the envelopes originated and printed by us to protect the social security cards of members of families that patronize you. For the first time a company has thought of reminding the wage earners in every community of the importance to them of protecting that most valuable card in their possession—their social security card.

Men now carry them in their wallets and already the cards show wear. Women carry them in their purses or leave them at home where they easily become discolored and damaged.

During the week April 4-5, John B. Hughes will tell the vast audience listening to the staff news broadcast that grocers, restaurants and fountain selling Borden's milk and ice cream will have Social Security Card Envelopes for those who ask for them.

This commendable new program is being explained to grocers, florists, Chambers of Commerce, employers of labor, labor unions, asking them to tell those they contact of this service Borden's is performing.

We are glad you can be a partner with us in this program. We believe you'll be asked for the envelopes by your customers.

More envelopes are available from our salesmen who serve you.

**Borden's—First With Sound Merchandising**

Dealer interest is aroused by this initial promotion.

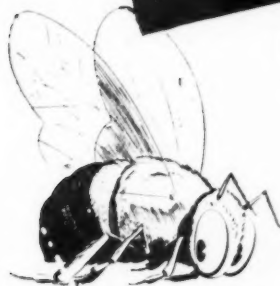
SALES MANAGEMENT



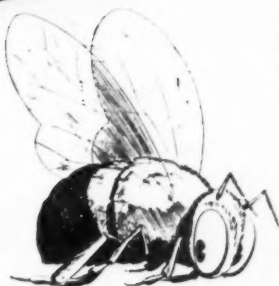
# INNER CALIFORNIA

**3<sup>RD</sup>**  
**LARGEST MARKET**  
**IN THE WEST**  
**17<sup>TH</sup>**  
**IN THE NATION**

*but...* **9<sup>TH</sup>**  
**IN AUTOMOTIVE SALES!**



SACRAMENTO BEE



FRESNO BEE



MODESTO BEE



JUST another reason why Inner California, 3rd market in the west... where per capita sales in almost every line greatly exceed the national average... belongs on your "A" schedule!

## The "Bee-Line" to Inner California

This great market... a "state" within a state... can be successfully "covered"

### How United States Trading Areas Rank in Population and Retail Sales

| Market            | Rank in Sales | Rank in Population |
|-------------------|---------------|--------------------|
| New York          | 1             | 1                  |
| Chicago           | 2             | 2                  |
| Philadelphia      | 3             | 3                  |
| Los Angeles       | 4             | 4                  |
| Boston            | 5             | 5                  |
| Detroit           | 6             | 6                  |
| San Francisco     | 7             | 9                  |
| Pittsburgh        | 8             | 7                  |
| St. Louis         | 9             | 8                  |
| Twin Cities       | 10            | 11                 |
| Cleveland         | 11            | 10                 |
| Washington, D. C. | 12            | 22                 |
| Milwaukee         | 13            | 12                 |
| Baltimore         | 14            | 15                 |
| Cincinnati        | 15            | 13                 |
| Buffalo           | 16            | 14                 |
| INNER CALIFORNIA  | 17            | 18                 |
| Providence        | 18            | 16                 |
| Kansas City       | 19            | 17                 |
| Portland (Ore.)   | 20            | 28                 |

only if you use the "BEE" Newspapers, units of dominant influence in these key distributing centers: Sacramento, Fresno, Modesto!

The combined circulations of the Sacramento Bee, Modesto Bee and Fresno Bee\* reach nearly 60% of Inner California families. No combination of daily newspapers distributed from other metropolitan centers will give as much as 20% coverage. Follow the "Bee-Line" to sales results!

### Merchandising Service

The "BEE" Newspapers maintain a top rank merchandising service comparable to the best in the nation. For complete details write the Sacramento Bee.

\*Plus a Stockton Newspaper.

### Inner California's Only Complete Radio Coverage!

80% of the radio families of Inner California... which can *not* be covered adequately by San Francisco or Los Angeles stations... listen regularly to these McClatchy Stations:

KFBK Sacramento • KWG Stockton

KMJ Fresno • KERN Bakersfield

KOH Reno, Nevada

McCLATCHY BROADCASTING CO. STATIONS  
represented nationally by the  
PAUL H. RAYMER COMPANY  
New York, Chicago, Detroit, San Francisco



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National Representatives

O'MARA & ORMSBEE INC.  
NEW YORK • CHICAGO • BOSTON • DETROIT  
ATLANTA • SAN FRANCISCO • LOS ANGELES



Here at Chicago's Goldblatt's, where the clientele is price-conscious . . . at Marshall Field's, where ladies shop for luxuries . . . everybody likes the frosted malted, everybody pays just ten cents for ten ounces of it, everybody clamors for more.

## "Frosted Malted" Sweeps America; Equipment Makers, Dealers Profit

**I**N the last few months millions of persons have become acquainted with a new soda fountain item—the frosted malted, "the drink you eat with a spoon."

The drink originated in the West and eventually arrived in New York via Chicago. Like so many other commercial products that seem to have become popular overnight, a little investigation shows that it really was developed over a period of years and by a sort of natural evolution.

A reporter for SM learns that the earliest recorded history of the frosted malted places it in Fort Worth, Tex. Herman B. Jones, who operates a cafe there, desired a novelty item back in 1932 and, after some experimenting, developed a special mix.

He had one of the counter ice cream freezers which were then just coming in. It was customary to run the ice cream through making a "soft freeze." This was then put into a hardener for a few hours before serving. Mr. Jones conceived the idea of a malted milk to be dispensed in the soft freeze stage. He announced it as the "New Deal frozen malted milk." It clicked.

A year or two later two or three other people who may or may not have heard of Mr. Jones' adventure offered a similar product in Minneapolis. It clicked there, too. Word began to get around, and the Counter Freezer Association started to experiment and to spread the idea.

Came the year 1936 and we are told it was being sold in some 300 spots;

"The drink you eat with a spoon" is going great guns through chain stores, soda fountains, outdoor bars, and department stores. Does it presage an entire new line of soft drinks?

BY

LESTER B. COLBY



Portrait of a Frosted Malted: Made for Mills Novelty Co. by Photographer Torkel Korling, it proves that the "drink" has eye- as well as appetite-appeal.

by 1937 in approximately 500 fountains and stores. This year it is well-nigh universal. It's an amazingly fast-moving item not only in soda fountains but in five-and-tens, in department stores, in cafes and even in hot dog and barbecue establishments.

Woolworth's has taken it up in a big way. Marshall Field & Co., in Chicago, has a special installation handling it exclusively to the pleasure of its Gold Coast trade; and down at the other end of the Loop is Goldblatt's, which sells on price, doing a land-office business. The Chicago Board of Education, which supplies low priced meals to school children, has 25 machines installed.

Usually the price is ten cents for a 10-ounce serving but it is sold in varying containers at from five to 15 cents. The Chicago schools serve eight ounces for a nickel and do a surprising business. The statistics show that four out of every ten students entering the restaurant call for the frosted malteds.

### Machines Help to "Sell"

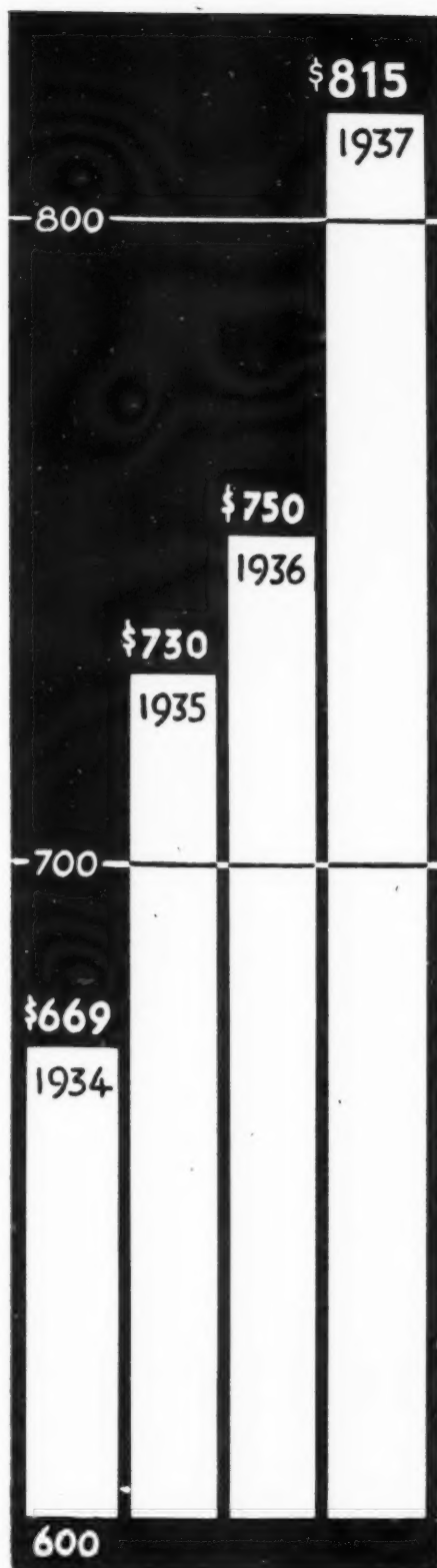
As is usually the case, a large number of manufacturers have entered the field and are offering a wide variety of machines for preparing the new drink. Already, however, this field is narrowing down and four leaders have the bulk of the business. These are the Bastian-Blessing Co., the Mills Novelty Co., and the Tuthill Pump Co., all of Chicago, and the Taylor Freezer Co. of Beloit, Wis. Super-Cold, on the West Coast, is active in that field.

These have gained dominance through developing engineered units which combine efficiency with showmanship, service to users and superior salesmanship. They whip up the product from the mix and sell it direct from the machine.

Salesmen have an inviting story to tell to prospective dealers. They point out that now, with the frosted malted coming into its own, the retailer can buy the mix from his supplying creamery all ready to be put into the machine.

Chocolate malted milks have been a standard fountain item for 20 years or more. They have always been a leader. The price has usually been 20 cents. That price excluded many buyers. It was limited to soda fountains. The average profit was about ten cents a glass. Fifteen different operations, hand motions mostly, were required to prepare and serve a malted milk. That took time, tied up seats at the fountain, and meant a slow turnover. The butter fat content of the malted milk was low. Many dealers made them of skimmed or partially skimmed milk.

SALES MANAGEMENT



IN LOUISVILLE

*Individual  
incomes  
grow*

YEAR AFTER YEAR

Louisville's per capita buying income, as measured by Sales Management, increased 22% during the 1934-37 period. That the purchasing power of this market will continue to grow is assured by the continued gains in farm income and the stability of payrolls in the diversified consumer-goods plants in this area.

The 60.6% increase in total building in Louisville during the first three months of 1937 and the 31.3% March gain in single family dwellings construction is but one indication of the buying power of this community today. Reduce your sales costs by concentrating on this area

thru—

**The Courier-Journal.**  
**THE LOUISVILLE TIMES.**

REPRESENTED NATIONALLY BY THE BRANHAM COMPANY

MAY 15, 1938

[51]



The butter fat content in ice cream usually runs from 10 to 14%. The old-style malted milk, in this, was not comparable. The so-called "blow-up"—air added in the beating process—was not large.

The mix used for the frosted malted runs only from 5 to 6% butter fat. The blow-up, or "overage," which is the trade name, may run from 80 to 100%. The serving, taking the air

into consideration, runs only from 3 to 4% butter fat.

It is the whipped-in air that swells the bulk and gives increased profit. The customer likes the taste and feel on his tongue and palate. He isn't being "fatted up."

Salesmen who call on the trade point out that the serving of a frozen malted cuts down the old 15 hand operations of the attendant to only two. The frosted malted, made and held in the freezer, comes out at a single operation and is instantly placed on the counter before the customer. While it takes about three minutes to serve an old-fashioned "drinking" malted, 15 frosted malteds can be served in the same time.

While the frosted malted has the spotlight now, equipment manufacturers are not satisfied that the ultimate has been reached. In their laboratories they are experimenting with new recipes for mixes and are looking forward to introducing tasty freezes of various

flavors—something akin to frappes and sherbets.

There are about 90,000 soda fountains now in operation in these United States. There are about 11,000 counter freezers. As the latter can be used in connection with a soda fountain or independent of it, they feel that the field has been hardly scratched.

The old-line ice cream manufacturers, feeling the competition, have been making a vigorous fight against the new order. Laws in California and Florida have seriously retarded the counter freezer in those states. Ordinances have been passed handicapping them in Kansas City, Birmingham and Baltimore. The counter freezer men are now fighting a proposed prohibitive ordinance in Minneapolis.

However, the counter freezer's march is going steadily on. The frosted malted has gained a foothold in both the larger and smaller places. One town of 200 population in Texas, on a main highway, is doing a profitable business. Six machines are in operation at Orchard Beach, the Bronx, N. Y., and two at Jones Beach, L. I. It is in various stores of the Woolworth, Kresge, Grant, McCrory, McClellan, G. S. Murphy, Walgreen and other chains. It is in leading department stores across the country, and the W. C. Stribling store in Fort Worth, Tex., reports sales averaging 1,000 gallons a month.

#### Easy to Launch and Sell

Operators generally report it an "added seller." They say that it does not cut into the higher priced malted milk trade and that it has small effect on other fountain sales. In fact, some contend that it is a traffic builder and brings new customers into the store. Operators consider it a repeat item.

More, they have found it an easy item to introduce. Window stickers, back bar streamers or display material, with a limited amount of advertising in local newspapers, they say, will usually touch off a brisk trade.

When served it appears "different." It folds in soft, fluffy layers, with little peaks and ridges, visibly creamy, and—to the joy of counter men and owners alike—there is no adding of a cherry, nuts, chocolate or flavors or whipped cream, all of which take up time, create added labor and run up overhead.

In other words, from a merchandising standpoint, they see advantage in speed, turnover and profit margin. We have it on good authority that a 10-cent frosted malted shows an average gross profit of 7 cents. That's a fair mark-up in any man's language.

#### SALES CONTESTS

##### Planning and Merchandising

Sample copy of our Merchandise Prize Catalog, and brochure, "Information on Sales Contest Operation," furnished to sales and advertising executives without charge.

**SALES CONTESTS, INC.**

10th Floor American Bldg., Dayton, O.

# DALLAS

THE SOUTH'S LEADING  
CONVENTION CITY

#### WELCOME

NATIONAL SALES EXECUTIVES  
to Dallas, May 19-20-21, and to Hotel  
Adolphus; a renowned convention  
host. Make your reservations now.

#### HOTEL

## ADOLPHUS

OTTO SCHUBERT, JR., MANAGER  
NATIONAL HOTEL MANAGEMENT COMPANY, INC.  
RALPH HITZ, President

825 ROOMS ... 300 AIR CONDITIONED

*For Better Letters*

## WOODSTOCK TYPEWRITERS

## SAVE $\frac{1}{3}$ ON SALESMEN'S AUTO EXPENSES

### A NEW LEASING PLAN

without capital investment—new cars at  
less than new car costs!

#### YOU GET

A new car every 12 months (Plymouth, De Soto, Chevrolet, or Ford)  
License Plates in whatever states operated—Fire, Theft and Collision  
Insurance—All items of service, maintenance and repairs—Chains and  
Anti-Freeze—Oil and Grease—Tire Replacements—Replacement of cars  
without any additional cost if destroyed by fire, collision or otherwise—  
Purchase of your present equipment at fair appraisal value.

#### COST ANALYSIS

|  | PER MONTH       |
|--|-----------------|
| Plymouth or Chevrolet Coaches.....                           | 45.00           |
| (De Soto slightly higher)                                    |                 |
| Rental cost per year @ \$45.00 per month.....                | 540.00          |
| Based on 24,000 miles—the average yearly mileage of salesmen |                 |
| and 18 miles per gallon at 1c. per mile for gas.....         | 240.00          |
| Average fleet cost for Public Liability and Property Damage  |                 |
| Insurance.....   | 30.00           |
|  | <b>\$810.00</b> |



Cost per mile:—at 24,000 miles—\$.0337 per mile.  
at 30,000 miles—\$.029 per mile.

## METROPOLITAN LEASING COMPANY

1415 No. Broad St., Philadelphia, Pa.

Phone FRE 1202

# No Bone — of Contention

● When circulation is a known, admitted fact, there can be no basis of contention between buyer and seller of space. Quality—multiplied by quantity—that's the merchandise any publisher has to sell. It was to give the fact-dimension of this merchandise in *Controlled* circulations that the Controlled Circulation Audit was formed. The C.C.A. is an independent body, conducting regular, impartial and responsible audits at periodic intervals. Publishers listed below have C.C.A. reports for their circulations. And the C.C.A. insignia on their mastheads, rate cards and Standard Rate & Data listings is a reliable guide to known value.

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*This Advertisement is Sponsored and Paid for by These Leading C.C.A. Publications*

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| BAKERS REVIEW                        | FLEET OWNER                            | MACHINE DESIGN                    | ROADS AND STREETS               |
| BANKERS MONTHLY                      | FORECAST <i>for</i><br>HOME ECONOMISTS | MEAT                              | RUG PROFITS                     |
| BETTER ROADS                         | GOLFDOM                                | MEDICAL ECONOMICS                 | SODA FOUNTAIN                   |
| COMPRESSED AIR<br>MAGAZINE           | HITCHCOCK'S MACHINE<br>TOOL BLUE BOOK  | MILL & FACTORY                    | SUPER SERVICE STATION           |
| DRUG TOPICS                          | HOSPITAL TOPICS & BUYER                | MODERN MACHINE SHOP               | SYNDICATE STORE<br>MERCHANDISER |
| ELECTRIC LIGHT & POWER               | INDUSTRIAL EQUIPMENT<br>NEWS           | NATIONAL JEWELER                  | TIRES                           |
| ELECTRICAL DEALER                    |  | NEW EQUIPMENT DIGEST              | WHAT'S NEW IN HOME<br>ECONOMICS |
|                                      |  | OIL & GAS Equipment Review        | WOOD PRODUCTS                   |



**CONTROLLED CIRCULATION PUBLISHERS**

MAY 15, 1938

[ 53 ]

# Dealer Contests Win Big Retail Push for Durand Candies

Ocean cruises as top prizes, plus other awards for consumers, clerks, and retailers, prove effective sales stimulant for Cambridge candy firm.

**C**ONTESTS with Havana-Nassau cruises as prizes for retailers, clerks and consumers have brought "extremely pleasing sales results" to the Durand Co., Cambridge, Mass., candy manufacturer.

From its formation in 1914, the company has extended its marketing area chiefly over New England and as far as Washington, D. C., Baltimore and Pittsburgh.

No contests were used until September, 1935, when 600 dealers, their wives and friends won trips to Bermuda. A second double contest followed this first success, running from January, 1937, to March 15, 1938, for the trade and for 20 weeks for consumers. Many retailers doubled sales; some tripled; more window displays were secured for Durand, and mailing pieces were employed more consistently.

## To Small Dealers, a Big Chance

In the 1935 contest cruises were offered to dealers who turned in a minimum amount of business. If a dealer reached a given quota he received the cruise free. If he failed to give his quota but still maintained the minimum requirement for all dealers, he was allowed to take the cruise by paying a small amount of cash. Similarly, dealers who wanted to take their wives and friends could do so by payment of a nominal sum.

Thus, proprietors of small businesses were enabled to enjoy a vacation which they could not ordinarily afford. So popular was this plan that a variation of it was offered in the next contest. To increase sales benefits the contest period was made 14 months.

Each Durand retailer whose net purchases in that period were equal to his net purchases during the preceding comparable period (providing a specified minimum was reached) was eligible for awards. One free cruise for each \$1,200 worth of purchases was offered.

If a dealer bought \$2,400 worth of Durand candy he could bring his wife along on the cruise. Orders of \$3,600 entitled him to three tickets, and so on. By rewards in direct proportion

to purchases, interest was maintained throughout the contest, instead of slumping when participants reached their desired level.

Dealers who did not make the \$1,200 requirement for a free cruise, but who reached their previous sales record, were allowed to take the cruise by paying 7% of the difference between the actual earned credit and the amount of \$1,200. If a dealer was \$300 shy in purchases, he paid \$21 and enjoyed the cruise. The cost of each nine-day cruise was placed at \$84 although, figuring 7% of the \$300 minimum credited toward this sum, no dealer paid more than \$63.

hotel while in Havana; free use of steamer chairs on board ship; United States tax on cruise tickets; and free entertainment on board. Upon request, the manufacturer furnished free transportation from Boston to New York.

To reach store clerks, Durand offered the Havana Sweepstakes, with 25 free cruises for clerks. Each clerk was provided with Sweepstakes cards with space for punching the amount of Durand sales. When sales totaled \$15, the clerk wrote his name and address on the back and mailed it to Durand headquarters. Obviously, the more cards a clerk sent in, the better chance he had of being a Sweepstakes winner.

Then, starting October 11, 1937, and running for 20 weeks, Durand announced another contest, overlapping the dealer-clerk contest with 282 prizes for consumers, clerks and dealers. Consumers were offered 201 prizes: Ten awards each week for 20 weeks, plus a grand award at the end of the period. The first prize was a free cruise to Nassau and Havana; the second, a check for \$10; plus eight

## DURAND'S HAVANA CRUISE SCORE BOARD

POST THIS SHEET OVER YOUR DESK. ENTER EVERY INVOICE AND CREDIT TO KEEP A CONTINUAL RECORD OF YOUR PROGRESS TOWARD A FREE CRUISE

FOR \_\_\_\_\_ OF \_\_\_\_\_ STATE  
EVERY PURCHASE OF DURAND'S FINE CANDIES TAKES YOU NEARER HAVANA

| DATE                 | INVOICE NO. | AMOUNT | TOTAL | DATE                    | INVOICE NO. | AMOUNT | TOTAL |
|----------------------|-------------|--------|-------|-------------------------|-------------|--------|-------|
| JANUARY 10th         |             |        |       |                         |             |        |       |
| TOTAL CREDIT TO DATE |             |        |       | BALANCE CARRIED FORWARD |             |        |       |

YOU MUST REACH YOUR QUOTA TO BE ELIGIBLE FOR A HAVANA CRUISE ON ANY BASIS. YOUR QUOTA IS \$1,200. HAVANA CRUISES ARE FIGURED AT \$84.00 EACH. FREE CRUISES: ONE FREE HAVANA CRUISE FOR EACH \$1,200 OF PURCHASES. COOPERATIVE CRUISES: A CREDIT OF 7% OF PURCHASES WILL BE ALLOWED ON CRUISES TAKEN ON THE COOPERATIVE BASIS. TO ARRIVE AT COST, DEDUCT 7% OF YOUR PURCHASES FROM BASE PRICE OF \$84.00. DIFFERENCE IS YOUR COST.

**FOR PROFIT AND PLEASURE,  
FEATURE DURAND'S FINE CANDIES**

Durand disposed of record-keeping, headache in any dealer contest, by furnishing every retailer with this comprehensive score card. It lists the requirements of the contest and the dealer's quota, and there is space for a detailed record of his progress toward the winning of the prize.

According to the terms of the contest, staterooms were reserved in the order in which quotas were reached, the most desirable rooms being given out first, although the cost basis was the same for all rooms. This provided ample reason for dealers to reach their quotas as early as possible.

For the cruise, Durand chartered the *S. S. St. John*. Accommodations included first class staterooms from New York to Havana and return with all meals on board; use of the ship as a

candy prizes. The grand prize winner received a second free cruise and \$100 for spending money.

The dealer making the sale to the winner in each of the first two classes received a similar award, and the clerk who actually sold the candy received a like award, so that three free cruises were awarded weekly, three \$10 checks, and eight candy prizes.

Each week's contest was built around a different candy package so that Durand's 20 most popular pack-



ages received individual promotion. As part of the promotion on one item, Durand furnished dealers with cards for store distribution or mailing, offering the consumer a free sample package of these chocolates.

To enter the contest, the consumer had to have an entry blank coupon and these were found only in candy packages. The entrant had to buy a box of candy each week.

Contestants wrote on the entry blank a statement of not more than 20 words telling why he or she liked that package. This entry form brought uniformity and brevity to the papers which facilitated handling and judging of entries. Each entry blank contained the name and address of the dealer, and the name and address of the clerk who made the sale.

As a special inducement to push the consumer contest, Durand offered duplicate prizes to dealers and clerks. However, these were entirely apart from awards on the dealer-clerk contest which ran for 14 months.

### Promotion Never Lagged

The contest was put over with exceptional efficiency by Durand salesmen and by the regular mailing of numerous printed pieces, most of the latter featuring the delights of the cruise ship and of Havana.

In addition to these printed pieces mailed regularly throughout the 14 months' contest, Durand kept dealers on their toes by furnishing printed cards with their current sales written in as against their quota of sales.

At the beginning of the contest, Durand furnished an 8½ by 11-inch printed piece, one side of which was to be used to record purchases made by the dealer from time to time. The card carried each dealer's total purchases to the date issue, and also his sales quota. Facilitating dealers' orders of weekly specials was another printed piece with a prepaid post card, featuring the different packages in convenient order form.

To maintain consumer interest in the contest, Durand furnished a series of window streamers, dated to insure their timeliness on dealers' windows. These started with an announcement of the consumer contest, included an explanation of the 20-week plan and the cruise story, and continued with a streamer featuring each week's candy package, and one each month which listed winners to date. A printed piece had previously been provided for store distribution and for mailing by dealers; this had a special envelope illustrating a ship and played up the two free cruises and the \$100 check, the grand prize.

MAY 1, 1938



In 30 to 60 days scenes such as this will prevail throughout Oklahoma and Texas.

## THE FARM outlook

promises farm buying in the southwest

On the basis of April 1 crop reports the Oklahoma-Texas wheat crop is indicated as the best since 1931 and the third best of record. Moisture conditions and pastures also are the best in years.

To bridge the gap until this near-record wheat harvest gets under way are \$42,000,000 in soil conservation payments . . . \$26,000,000 of which have been paid since January 1 and the balance of \$16,000,000 due for payment by June 30.

Cultivate this market today for summer and fall business. Cultivate it through the only farm paper with more than 200,000 circulation in Oklahoma and Texas.



Pasture conditions in Oklahoma and Texas are the best in many years.



County agent's offices are paying out millions in soil conservation checks.



Ample moisture has put the soil in splendid shape for corn and cotton planting.

The Oklahoma Publishing Co.

WKY  
THE DAILY OKLAHOMAN  
OKLAHOMA CITY TIMES  
MISTLETOE EXPRESS  
KVOR  
Colorado Springs

# The FARMER STOCKMAN

OKLAHOMA CITY, OKLA.

Representative—The Katz Agency, Inc.

in the  
**AKRON  
MARKET** » » » »  
Retail Sales for 1937 Totaled  
**\$126,868,000** \*

YOUR ADVERTISING  
IN TODAY'S

## BEACON JOURNAL

ASSURES YOU YOUR SHARE OF  
TOMORROW'S SALES

• • •  
FOR COMPLETE,  
ECONOMICAL  
COVERAGE

of the alert, free spending Akron market  
concentrate your advertising in the . . .

# AKRON BEACON JOURNAL

Represented by Story, Brooks & Finley  
\*Sales Management Survey of Spending Power, 1938

**"Thanks a  
Million"**



When you make a man feel  
like this, he's on the way to  
being made a good customer.

For more than twenty years  
we have shown aggressive  
selling organizations  
how to use Redipoints ef-  
fectively in building  
friendly preference for  
firm, product and service.

Ask us to outline a  
**REDIPOINT**  
promotion plan for  
your business.

**BROWN & BIGELOW**  
Remembrance Advertising  
Saint Paul, Minn.

# Redipoint.



Flip of  
Thumb  
Feeds  
Lead!



Automatic  
Pushback  
Saves Lead  
and  
Pockets



## SM's Public Relations Index of 90 Leading Corporations

Editor, SALES MANAGEMENT:

My personal feeling is that business can-  
not know too much of how it is regarded  
by the public and surveys such as yours are  
very helpful to that end.

F. E. WILLIAMSON, *President,*  
New York Central System,  
New York, N. Y.

Editor, SALES MANAGEMENT:

A cross-section of the opinion of citizens  
of Middletown, U. S. A., made by SALES  
MANAGEMENT and published in the May 1  
issue, is an excellent piece of editorial work.  
We would like to see similar cross-section  
surveys made of other cities and towns.

T. F. JOYCE, *Advertising Manager,*  
RCA Manufacturing Co., Inc.,  
Camden, N. J.

Editor, SALES MANAGEMENT:

The survey is an extremely interesting  
feature and I believe it will attract a great  
deal of attention. A suggestion worth con-  
sidering in each area is to ask half the  
persons interviewed the questions just the  
other way around. That is, ask half the  
people, "Which companies treat their em-  
ployees fairly?" and the other half, "Which  
companies treat their employees unfairly?"  
etc.

BERNARD LICHTEBERG, *President,*  
Institute of Public Relations, Inc.,  
New York, N. Y.

Editor, SALES MANAGEMENT:

The results of the survey are informative.  
In general it may be said, I think, that the  
public attitude toward large corporations is  
becoming more rational than it was even  
three years ago.

ARTHUR C. DORRANCE, *President,*  
Campbell Soup Co.,  
Camden, N. J.

(The suggestion has been made that  
SALES MANAGEMENT make quarterly surveys  
of public relations attitudes among con-  
sumers. What do readers want?—THE  
EDITORS.)

## Biggest Rayon Producer

Editor, SALES MANAGEMENT:

Naturally, we are all very much pleased  
that the merchandising program of our  
client, American Viscose Corp., has received  
such mention. ("Informative Labeling Is  
Here," SM 3/15). However, a serious  
error appears on page 23 when you state  
"du Pont, biggest producer of rayon, and  
American Enka Corp., etc." That there is  
any importance to bigness for itself alone  
I am not in a position to state; but, just  
to keep the records straight, I am sure you

will be interested to know that American  
Viscose Corp. is the world's largest pro-  
ducer of rayon yarn. In 1937 they actually  
shipped approximately 110,000,000 pounds  
of Crown Brand rayon yarn of one type or  
another (viscose or acetate), while the  
nearest competitor in point of size, du Pont,  
actually shipped between 45,000,000 and  
50,000,000 pounds, with Celanese, the third  
largest rayon producer, somewhere in the  
neighborhood of 38,000,000 pounds.

GORDON E. HYDE, *Vice-President,*  
J. M. Mathes, Inc.,  
New York, N. Y.

## Survey of Buying Power

Editor, SALES MANAGEMENT:

We have found your "Survey of Buying  
Power" valuable in our statistical work and  
feel that your present study contains addi-  
tional information which is very useful to  
our organization.

GORDON BAMBERGER, *Research Director,*  
Gardner Advertising Co.,  
St. Louis, Mo.

Editor, SALES MANAGEMENT:

Again permit me to express my sincere  
congratulations and thanks to you and your  
staff on the publication of the annual "Sur-  
vey of Buying Power." Before coming here  
a few weeks ago I was with the Dallas  
Chamber of Commerce and made frequent  
use of your information in our Trade Ex-  
tension Activity there. I wouldn't take  
\$1,000 for my copy of "Buying Power" if  
I couldn't get another one!

H. W. STANLEY, *Director,*  
Trade Extension Bureau,  
The Chamber of Commerce of Pittsburgh,  
Pittsburgh, Pa.

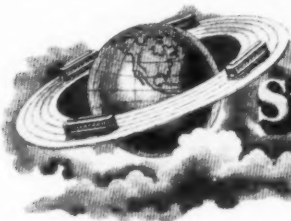
Editor, SALES MANAGEMENT:

Compliments and congratulations on the  
marketing number of SALES MANAGEMENT  
—the most complete and factual set-up so  
far produced. PLEASE send me three  
copies—two at \$1 each and one bound in  
leather, if you are getting out any specials,  
to be billed at extra cost. My name on  
cover, if possible.

GEORGE L. WILLMAN,  
George L. Willman, Inc.,  
Chicago, Ill.

(By all yardsticks of measurement this  
year's survey was SM's most successful one;  
more orders for extra copies, more letters,  
telephone calls and office visits from sub-  
scribers who wanted to help in applying the  
data to their own problems, more requests  
for permission to reproduce copyrighted fea-  
tures, more inches of editorial comment in  
newspapers, business papers and class maga-  
zines. Preliminary planning has already  
been started on the 1939 edition. If you  
have ideas on new subjects and data, please  
inform the editors of your wishes.—THE  
EDITORS.)

SALES MANAGEMENT



## Street Railways Advertising Co.

CAR ADVERTISING  
IN THE UNITED STATES, CANADA AND CUBA.

Cleveland, Ohio.

Dear Son:

I expect to spend the next three or four days right here in this up and coming territory and have come optimistically armed with a good supply of car card facts and figures. You are probably by now well on your handsome way to learn this business called advertising. So far I gather the agency that hired you seems to be standing up well under the strain because you haven't asked me for any extra financial aid so far. I'm sure you won't mind if a doting old-timer like your Dad offers you a bit of advice at this point in your career. This advice will stand you in good stead when your reward comes and you win your coveted job of account executive.

Then as a full fledged advertising man you will be required to think in terms of big figures and small fractions. Stripped of all fancy terms and phrases, advertising is basically the publicizing of a product or service to the greatest number of people for the lowest possible cost. Put on your sharpened-pencil thinking cap and let's consider right now that amazing medium of advertising whose cost per reader is the lowest known to this business of ours. Of course you know the answer.... Car-Card Advertising.

There are approximately one billion, yes, I said billion, monthly riders on the surface cars, the subway and elevated trains, the buses, and the suburban trains of these ever fair United States. As a jog to your young and oft times porous memory may I remind you, my son, that there are

only slightly more than 2 billion people on all of poor old Mother Earth's overtaxed face. Yet our country's transportation systems carry half this number every 30 days. This is almost twice as many people as there are in all of Europe, seven times as many as there are living in Africa, and eight times the population of the forty-eight United States. These powerful, gaunt figures, always amaze circulation-minded Advertisers and their Advertising Agencies. But the real, sign-on-the-dotted-line urge completely overtakes them when they find that they can reach this vast audience through car cards at an average cost of only 6¢ per thousand.

This super-fractional arithmetic figures out to 6/1000's of a cent per reader-rider. These Advertising pennies can do prodigious work in car card advertising, as you will soon find out, my son. Consequently they breed whole flocks of dollar profits in business almost over night.

Next week I expect to be in Pittsburgh, so address me at our office there. In the meantime, keep applying the seat of your pants to the seat of your desk chair and plug away. Successful advertising is somewhat like a blue serge suit, it wears well, is always correct and its shine really reflects the brilliance of long and faithful service.

Affectionately,

*Your Dad*



*My artistic conception of the power of a penny spent in transportation advertising. Advertisers that have a few of these little fellows working for them in transportation units through the country know their value as sales go-getters*



*My private limousine in many of the cities I visit in different parts of the country. Motor buses carried 3,178,000,000 riders in the United States last year and 'on the ball' advertisers used car cards to place their message before these 3 billion buyers.*



## ADVERTISING AGENCIES

### Ayer Reorganizes Plans and Media-Contact Depts.

Since the organization of its plans department some years ago, N. W. Ayer & Son, Inc., has boasted that it was the first such department in any advertising agency devoted to the planning of advertising campaigns. This month, President H. A. Batten announced a departmental merger which involved the plans department. "To coordinate functions and simplify operations" that department has been combined with the agency's merchandising bureau to form a plans-merchandising department. Former bureau head, James M. Wallace, is director of the new department.

The plans-merchandising department will consist of a general bureau responsible for complete advertising plans—including merchandising, promotion and schedules, a statistical bureau to make investigations, and a library bureau. Heads of individual bureaus have not been named, but all plans and merchandising work will be under the executive direction of C. L. Jordan, vice-president and director of the agency, who will be assisted in special research work by Norman K. McInnis, former head of the plans department.

The Ayer media-contacts department also went through the process of reorganization this month and came out the media department. In addition to the purchase of newspaper and magazine space, a job of the old department, the media division will take

over a former plans department function, the selection of publications for magazine and newspaper schedules. Harris D. Bootman directs the media department.

### "Kimball Copy"

Out of 863 national advertising account changes in 1937, 20 went to Abbott Kimball Co., Inc., New York. That's the most prominently displayed fact about the agency in the first of a series of pocket-sized "Kimball Copy" promotion booklets which last week were sent to some 700 manufacturers who the agency thinks should know about Abbott Kimball. The first issue of "Kimball Copy" is entitled "Man," which the agency justifies in the booklet with a statement to its prospects that "Finding the right agency usually means finding the right man."

"Kimball Copy" will be published "from time to time" and will deal with a variety of subjects from the Abbott Kimball viewpoint, among them the agency's specialized fields of fashions and cosmetics.

### Copywriter's Confession

To those in it, the advertising business is as exciting as the newspaper game. The deluge of personal experiences that have come out in book form from the typewriters of newspaper foreign correspondents, reporters, columnists and the like (a host of best sellers among them), has finally kindled the reportorial spirit of advertising

men. They, it would seem, are going to have a literary say about their personal experiences along with United Press Correspondents to Russia or AP special representatives in Shanghai.

Latest copywriter's confession is a 272-page reminiscence, "Lucid Interval," by Frank Irving Fletcher (Harper & Brothers, \$3), one time ad agency president and now a free-lance copywriter. By no means is it a text book on advertising that Mr. Fletcher has written. Rather, it's an autobiography with a minimum of incident and a maximum of philosophizing and commenting, as when the author says, "The aim of modern advertising is not to make people think but to save them the trouble and effort of thinking."

If Mr. Fletcher hadn't missed a street car in Birmingham, England, way back when he was looking for a job, he probably wouldn't be an American advertising man at the moment. When he boarded the next car that came along he found a copy of the New York *Herald Tribune* on one of the seats, picked it up, thumbed through the pages to the classified ads, and found an \$18-a-week job advertised. He took the first boat from Liverpool to New York.

As would be expected, when he arrived here the job was taken, but he got another one at \$10 a week. "Lucid Interval" takes the author from the street car incident, through lean and hungry years, odd jobs on magazines and finally into advertising copy writing where he succeeded in finding big money first as a free-lance writer, then as an agency man, and now again as a free-lance copywriter. His success in finding big money may be measured by this incident from the book. When Mr. Fletcher was first a free-lance writer, a client inquired his fee for ten pages of copy. "Ten thousand dollars," replied the author. In surprised tones the client admitted that he had never heard of such a price. "No," said the author, "it's new. I'm introducing it."

### People

Gardner Advertising Co., New York and St. Louis, recently appointed Leigh Crosby vice-president of the St. Louis office. Mr. Crosby was formerly associated with Arthur Kudner, Inc., New York, and Blackett-Sample-Hummert, Inc., Chicago. His has been a wide experience in the advertising and merchandising of packaged foods and grocery store products.

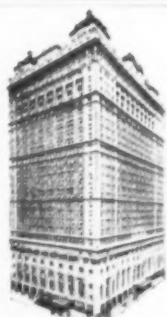


Leigh Crosby

Jefferson K. Wood has joined Hillman-Shane Advertising Agency, Inc., Los Angeles, as vice-president and account executive. He formerly conducted his own agency in L. A. and brings with him the accounts of the Los Angeles Railway, Broadway Department Store, May Co., Coulter's Department Store, Barker Bros. and Downtown Merchants.

Compton Advertising, Inc., N. Y., adds James Gammel, formerly with Benton and Bowles, to its account servicing department

SALES MANAGEMENT



## Visitors All Agree . . . it's the FINEST HOTEL IN DETROIT

THE BOOK-CADILLAC is centrally located. It is within a two-block radius of important office buildings and theatres. It's not

merely a "place to stay" . . . it is a place to *live enjoyably!* All rooms are spacious and modern . . . minimum rate \$3.00.

# BOOK-CADILLAC



Washington Boulevard at Michigan Avenue, Detroit

W. O. SEELBACH  
Manager

National Hotel Management Co., Inc.  
The Hotel Network Streamlined for Service

RALPH HITZ  
President

and Dorothy Duncan, for two years in the advertising department of Montgomery Ward & Co., Chicago, to its copywriting department.

Amos Stote, who returned recently from London and Paris, where he operated an advertising and research service, has joined Kimball, Hubbard & Powell, Inc., N. Y.

Melvin H. Silverman, formerly of Namm's Department Store, Brooklyn, and William P. Stanton, formerly with National Bank and Investment Co., have joined Gus-sow, Kahn & Co., Inc., N. Y., as account executives.

J. M. Mathes, Inc., N. Y., gained a staff member in Arthur Lockwood, formerly of Alley & Richards Co., who is now in Mathes' public relations department, and lost Radio Director John S. Davidson to Federal Advertising Agency, Inc., N. Y.

Florence Montgomery, for the past eight years in the promotion and publicity departments of Izzard Co., Seattle ad agency, has been made head of the agency's public relations department. . . . Harry Gamson, former production manager of Erwin, Wasey & Co., has joined Morris-Schenker-Roth, Inc., Chicago, as production chief. . . . William H. Rankin Co., N. Y., has appointed H. Sumner Sternberg merchandising director of that agency. . . . Ruth Hooper Larison has joined the staff of Campbell-Ewald Co., N. Y., to assist on the Mary Pickford Cosmetics account.

Milton J. Blair resigned as vice-president and director of J. Walter Thompson Co., Chicago office, effective May 1. Mr. Blair has been associated with the agency since 1924 and previous to that he was with the Curtis Publishing Co.

## Accounts

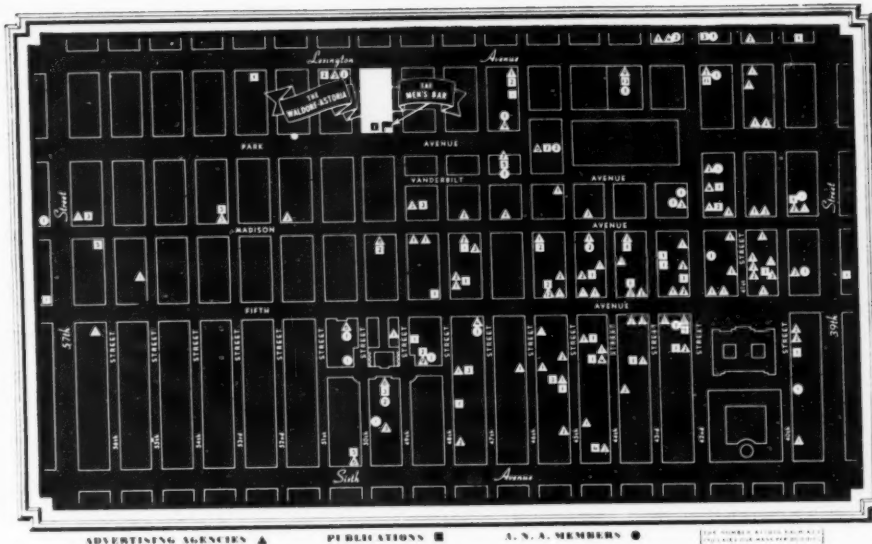
Ruthrauff & Ryan, Inc., which has been handling the account of the Florida Citrus Commission since 1934, has resigned the account, effective August 31. Currently running \$700,000 a year, the account is estimated to total about \$1,000,000 in the 1938-39 crop year which begins next Fall. The commission will hear presentations from agencies interested in taking over the account next month.

Roche, Williams & Cunyngham, Inc., has resigned the advertising account of Miller Brewing Co., Milwaukee, effective May 31. No successor to the account has been named.

**Account Changes:** R. J. Peacock Canning Co., Lubec, Me., sardine packers, to H. B. LeQuatte, Inc., N. Y. . . . K. Taylor Distilling Co., Inc., Frankfort, Ky., and Albert Miller & Co., Chicago, to Mitchell-Faust Advertising Co., latter city. . . . Crofut & Knapp divisions of Hat Corp. of America to O'Dea, Sheldon & Canaday, Inc. . . . Metal Arts Co., Inc., Rochester manufacturers of emblematic jewelry and advertising specialties to Hutchins Advertising Co., Inc., same city. . . . Old Quaker whisky, Schenley Products Co., to Blackett-Sample-Hummert, Inc., Chicago.

## Agency Notes

New York's Waldorf Astoria Hotel recently distributed a map locating the advertising center of America in a Manhattan area 18 blocks north and south and 4 blocks east and west (between 39th and 57th Streets and Lexington and Sixth Avenues). Of the 400 organizations devoted to advertising, publishing and related activities, in this concentrated area the majority



In these seventy-two blocks are located 400 ad agencies, publications, etc.

are advertising agencies (see cut).

Affiliation of Goldblatt and Smith, Inc., Seattle, with Emil Brisacher & Staff, San Francisco, has been announced by A. I. Goldblatt, president of the former agency. Both organizations will retain their identities in the affiliation.

## A.M.A. Speakers Named

Speakers at the American Marketing Association meeting to be held at the Hotel Mayflower, Washington, May 20-21, include Carl Dipman, editor, *Progressive Grocer*; Malcolm D. Merriam, chief, In-

stalment Credit Unit, Bureau of Foreign and Domestic Commerce; John Benson, president, American Association of Advertising Agencies; Laurence Sloan, vice-president, Standard Statistics.

Also, Jean Carroll, assistant to the president, The Kroger Grocery and Baking Co.; Eldridge Haynes, vice-president, McGraw-Hill Publishing Co.; D. E. Montgomery, consumers counsel, A.A.A.; Clarence Francis, president, General Foods Sales Co.; J. O. Carson, the H. J. Heinz Co.; Ben Duffy, Batten, Barton, Durstine & Osborn, Inc.; and W. B. Ricketts, president, Booz, Fry, Allen & Hamilton.

# ILLUSTRAVOX

## SOUND SLIDE FILM EQUIPMENT

**Coca-Cola**  
IT PROVIDES  
*The Pause that Refreshes!*

THE COCA-COLA COMPANY NOW USING ILLUSTRAVOX AND SOUND-SLIDE FILMS FOR FOURTH CONSECUTIVE YEAR FINDS IT A MARVELOUSLY EFFECTIVE MEANS OF DEVELOPING PROMOTIONAL CAMPAIGNS AND OF TRAINING SALESMEN IN PROPER MERCHANDISING. YOU, TOO, WILL FIND ILLUSTRAVOX YOUR MOST DEPENDABLE, ECONOMICAL AND INDISPENSABLE SALES TOOL. IT GETS THE BUSINESS WHEN BUSINESS IS HARDEST TO GET.

*Write for More Information!*

**ELECTRO-ACOUSTIC PRODUCTS COMPANY**  
Subsidiary of the Magnavox Co.  
FORT WAYNE INDIANA





## Big Circle

In a page ad in *Western Advertising*, published last February 5, *Family Circle* proceeded, as they said, to "stick our necks out," by announcing that "next week, at our request, Clark-Hooper, research organization, makes a survey of the February 11 *Family Circle*. Trained interviewers will ask hundreds of women what stories, articles, advertisements they read . . . remember . . . identify . . ."

Clark-Hooper's study, embracing 347 personal interviews with women in the San Francisco area, however, did not let *Family Circle* down. Of 19 ads "observed," headline readership ranged from 30 to 74%. With 13 of these it was 50% or more. Special or spot copy readership covered 14 of the ads, with percentages ranging from 23 to 72. Ten of the 14 got 40% or more. Body copy of 12 of the ads was read by 22 to 37%.

Thoroughness of readership, two readers for each of its 1,519,200 copies, "voluntary" circulation among housewives through chain grocery stores—these are some of the reasons why *Family Circle* has grown steadily since it was founded in September, 1932.

Circulation then totaled 150,000—through the Sanitary Stores of Washington, Baltimore and Richmond. The magazine is now distributed weekly through 6,500 stores—the original Sanitary Stores, Safeway Stores in the West, Fisher Bros., in Greater Cleveland, First National in New England, and American Stores in the Middle Atlantic states. The stores pay a set price per copy. Housewives visiting grocery stores an average of 3.8 times a week, get them free, by asking for them. The range of copies per store is 50 to 2,000; the average, 220. Several stores distribute around 1,700 copies each week. The 2,000-mark is held by a store in Great Falls, Mont. Two-thirds of the

distribution is through self-service stores. There are no returns.

Slowly at first, then in increasing numbers, food advertisers saw that *Family Circle* is a natural for them. The result was a continuous increase in advertising volume. Last year, with 320.10 food pages, *Family Circle* led all other magazines, with a margin of 31 pages over No. 2 and of nearly 90 over No. 3. This interest has been maintained even in 1938, when the advertising average of all magazines has been less than that of 1937. In the first quarter *Family Circle* was 9.7% ahead, in dollars, of the first quarter of 1937.

In numbers of pages of national advertising, the march of *Family Circle* has been:

|                              | Pages   |
|------------------------------|---------|
| 1932 (four months) . . . . . | 65.0    |
| 1933 . . . . .               | 248.7   |
| 1934 . . . . .               | 532.6   |
| 1935 . . . . .               | 766.7   |
| 1936 . . . . .               | 812.4   |
| 1937 . . . . .               | 1,308.8 |

In addition, distributing chains buy space on their own in each issue.

Reader response has brought interest and then loyalty, not only of food but of other advertisers. Swift and Libby have used *Family Circle* consistently, every year since 1933. A dozen advertisers have been in since 1934. In this list are National Biscuit, Armour, Beech-Nut, Brown & Williamson, Del Monte, General Foods, S. C. Johnson, Junket, Kellogg, Scott Paper and Wrigley. Although non-food advertisers are still far in the minority, the list now embraces several industries, among them gasoline, carpets, laxatives, toothpaste and cellophane.

The primary reason for advertisers' interest, of course, is reader-response. And the first reason for reader-response lies in the fact that *Family Circle* is interesting, as a magazine. The editorial staff is headed by Harry Evans, formerly an editor of *Life*, the humorous weekly. The magazine is

edited to appeal to women. It is printed throughout in gravure, thoroughly illustrated, carries one or two fiction stories, one or two non-fiction articles and several departments of interest, primarily to women, in each issue. "Big names" are featured.

And yet it is compact enough to be read cover-to-cover every week. Its size is about 8½ x 11 inches. Total number of pages averages 24 to 28.

Besides, it is the *only* woman's weekly magazine.

Every month for three years Facts, Consolidated, San Francisco, has called on 1,000 Pacific Coast housewives—each month a cross-section of families, but each a different group—and asked, "Which of the following magazines do you read regularly?"

Of the 7,000 interviewed between last June and December 43.4% said *Family Circle*. Two national women's magazines followed. Then came a general weekly and three national women's magazines. These six ranged from 34.2 to 24.6%.

(Much of *Family Circle's* analyzing is done among Westerners because 984,000 of its current 1,519,000 copies are distributed through the Safeway Stores there.)

Next to the housewife (100%) the husband (38.4%) is the most consistent *Family Circle* reader.

Daniel Starch found recently in a study made in Cleveland for N. W. Ayer & Son that of 1,251 families contacted 1,079 get *Family Circle*. Of these 1,070 (99.2%) both "usually read" and "usually see the advertising" in it.

Advertisers have been attracted to *Family Circle* not only from its cash-buyer, point-of-sale circulation, but also from its low cost—\$1.85 a thousand readers—and its flexibility. They may use one or all of its six editions—in any combination. Copy and art may be changed in each edition without any cost except for the space alone.

To SM perhaps the most interesting thing about *Family Circle* is its "bridge-deal" method of copy testing. The magazine is printed in gravure, four complete copies at a time, delivered by the same press in rotation. Because of this there is an absolutely equal distribution of the four.

Advertisers employing four different pieces of test copy have them in 1, 2, 3, 4 order in the same store. Four women who ask for their copies of *Family Circle* in the same store at the same moment will get four different messages from the same advertiser. Thus such variables as weather and trade conditions, local consumer preferences and dealer situations, size of cities,



Four friends shopping in a group at their neighborhood chain grocery each took home a copy of the current *Family Circle*. The Green Giant peas ad in Mrs. A's copy was the first of those shown above, but Mrs. B saw the second, Mrs. C the third, Mrs. D the fourth. The reason: *FC's* "bridge deal" method of copy testing, described in the article above.



position of ad, are completely eliminated. Among advertisers who use *Family Circle* as an important test medium are Lever Bros., Iodent Toothpaste, Saraka, Colgate Dental Cream and American Chicle.

But tests are only part of this ever-widening circle. As P. K. Leberman, advertising manager, pointed out, "in addition to its original purpose—of reaching housewives, cash buyers, at point of sale—*Family Circle* has become a merchandising aid for the stores distributing it. Not only is it valuable to advertisers because of its market selection, but at the same time it creates good will for the stores, and induces many customers to come to the store more regularly and frequently than usual."

### New England Newspapers Issue Market Bulletin

Market Bulletin No. 1 of the New England Newspapers Advertising Bureau was issued last week and compares magazine and daily newspaper circulation in the New England market. The study covers 81 individual markets (excluding the Boston city zone) with retail sales of approximately two billion dollars, 1,528,942 families covered by 93 newspapers with a total circulation of 1,692,996 and a minimum joint line rate of \$6.06.

The Advertising Bureau is actively operating on three fronts: (1) Increasing the number of local advertisers and the local lineage; (2) getting a larger share for New England papers from active national and sectional advertisers; (3) creating new newspaper advertisers in the national field. The Bureau is dedicated to the task of making newspaper advertising more resultful for advertisers and the services of 600 newspaper salesmen will be mobilized to secure dealer cooperation for products advertised in newspapers.

### Film Used in Radio Promotion

Stations KOMO and KRZ, Seattle, under the direction of Hugh M. Feltis, commercial manager, are using an industrial film (the first to be used for radio station promotion) to interest their advertising prospects in the facts of the Pacific Northwest market and the services rendered by the two stations. The film is divided into two parts: The first reviews the stations' facilities and shows prospective advertisers the services and information which the stations offer; the second visualizes the vast resources and commerce of the Pacific Northwest (a third of the nation's lumber production, \$100,000,000 a year from mines, a billion dollar valuation for ocean-borne commerce, etc.) substantiated by statistics obtained from the Market Research division of the U. S. Bureau of Foreign and Domestic Commerce.

### Convention News

At the busiest and best attended convention in its history, the National Newspaper Promotion Association discussed the planning and operation of the promotion department and its relation to other newspaper departments.

At the closing session Kenneth Mason, New York *Sun*, was elected president to succeed Elsa Lang, New York *Herald Tribune*, who becomes a director. Vernon C. Myers, Des Moines *Register and Tribune*, was elected vice-president and Donald McWain, Louisville *Courier-Journal*, secretary. Ivan Veit, New York *Times*, was re-elected

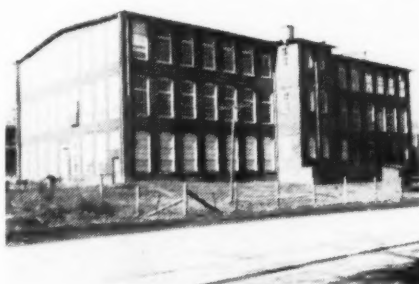
MAY 15, 1938

## Business is GOOD in LEAKSVILLE, N. C.

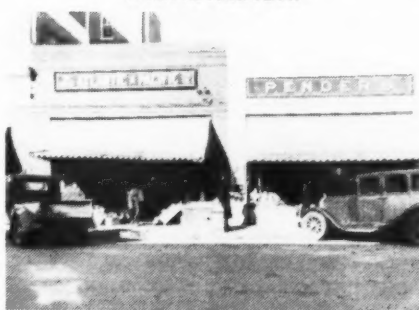
—typical of the 16,000 small towns where 550,000 families read GRIT every week



MAIN BUSINESS SECTION



MARSHALL FIELD PLANT



A & P AND PENDER'S GROCERIES

Here is an excellent example of modern Southern industrial towns. Workers in Leaksville find employment in the huge textile plant, part of which is shown here.

Steady work, regular pay, make it possible for stores like these to operate profitably. That's why you find an A & P and a Pender's store in Leaksville and that's why you find six automobile dealers . . . all making a healthy living.

In Leaksville there are 370 families. 205 read GRIT every week, providing broader coverage than can be secured through any other national publication.

Leaksville is only one of the 16,000 thriving, able-to-buy small towns where your sales will benefit from the addition of GRIT to your advertising schedules.



WILLIAMSPORT, PA.

Magazine Type Coverage—Sells Goods With Newspaper Speed

treasurer. Other new directors are Jacob Albert, *Detroit News*; Charles L. Baum, *Journal*, Portland, Ore.; W. J. Byrnes, *Chicago Tribune*, and Kenneth Seiber, *Providence Journal and Bulletin*.

In addition to the discussions among the promotion managers led by members of the association, were addresses by outside speakers among whom were: Col. Julius Ochs Adler, general manager, *New York Times*; Leo E. McGivena, president, Briggs & Varley; Dr. George Gallup, director, American Institute of Public Opinion, and research director of Young & Rubicam, Inc.; Edward C. Lloyd, Marketing Research Division, Bureau of Foreign and Domestic Commerce; W. S. Townsend, Townsend & Townsend; and W. A. Thomson, director, ANPA Bureau of Advertising.

As the 52nd annual convention of the

American Newspaper Publishers Association drew to a close on April 29, members were one in believing the future of newspapers depends on a cooperative campaign to build new business and regain volume lost to other media.

The determination to maintain unity was manifested by the re-election of James G. Stahlman, *Nashville Banner*, president; John S. McCarrens, *Cleveland Plain Dealer*, vice-president; John S. Parks, publisher, *Times Record*, Fort Smith, Ark., secretary; and Walter M. Dear, *Jersey City Journal*, treasurer.

To the board of directors were re-elected David W. Howe, *Free Press*, Burlington, Vt.; Linwood I. Noyes, *Globe*, Ironwood, Mich.; Norman Chandler, *Los Angeles Times*; Howard Davis, *New York Herald Tribune*; F. I. Ker, *Hamilton Spectator*;

W. E. Macfarlane, *Chicago Tribune*; Jerome D. Barnum, *Syracuse Post Standard*; E. H. Butler, *Buffalo News*; W. G. Chandler, *Scripps-Howard Newspapers*; S. R. Winch, *Oregon Journal*, Portland.

In speaking of the united front campaign, Edwin S. Friendly, *New York Sun*, chairman of the committee in charge of the Bureau of Advertising, reported a membership increase from 340 to 570 within three months.

The Bureau's annual report, presented by William A. Thomson, director, drove home to newspaper men the importance of group selling and the united front. Billings for various advertising media, comparing 1937 with 1936, were reported to be:

|                 | 1937<br>(millions) | 1936<br>(millions) | % In-<br>crease |
|-----------------|--------------------|--------------------|-----------------|
| Newspaper ..... | 191                | 188                | 1.6             |
| Magazines ..... | 165                | 143                | 15.2            |
| Radio .....     | 68*                | 59                 | 15.3            |
| Outdoor .....   | 39                 | 34                 | 15.6            |

\* From 25 to 30% should be added for talent costs, the report noted.



## CUT SALESMEN'S MILEAGE COSTS TO 3 1/3c. or less

Our leasing cost is considerably lower than your present cost price of a new car and includes complete maintenance.

NEW CARS EVERY 12 MONTHS

### NO CAPITAL INVESTMENT

**OUR PLAN:** We lease nationally one or more Dodge, Plymouth and Chevrolet sedans or coaches at an annual rate so low that substantial savings are assured.

#### OUR RATE INCLUDES:

- A new car every 12 months.
- License plates in whatever states operated.
- Fire, theft and collision insurance.
- All items of service, maintenance and repairs of every kind and description.
- Chains and anti-freeze.
- Oil and grease.
- Tire repairs and replacements.
- Replacement of cars without any additional cost if destroyed by fire, collision or otherwise.
- Purchase of your present equipment at fair appraisal value.

**COST ANALYSIS:** Plymouth or Chevrolet Sedans or Coaches \$45.00  
Dodges (slightly higher per month)  
Rental cost per year based on \$45.00 per month.....\$540.00  
Based on 24,000 miles, the average yearly mileage of salesmen and 18 miles per gallon or 1¢ per mile for gas..... 240.00  
Average fleet cost Public Liability and Property Damage insurance 30.00

\$810.00  
This total of \$810.00 divided by 24,000 miles gives you a total operating cost of

.0337 cents per mile. As mileage increases, your cost per mile decreases because our rate remains standard. At 30,000 miles per year your cost would be .029 cents per mile.

Our rate includes every item of expense except gasoline and Public Liability and Property Damage insurance which we do not furnish. These two items added to our rental charge (shown in cost analysis, herewith) gives your actual cost per year.

**YOU SHOULD BE INTERESTED** Relieved of all worries and responsibilities prevalent with personally owned cars.

No necessity for costly service garages.

#### No capital investment.

New cars every year, minimizing accidents.  
Estimate your car costs a year in advance.  
Cars always have a creditable appearance.  
Decalcomania permitted.

No restrictions on mileage or use of cars.  
Fleet cost comparisons furnished upon receipt of information on your present cars, how owned and operated. Such information will be treated by us as strictly confidential.

Financial and other references supplied.

### The R. A. Company

Automobile Leasing Nationally  
G. J. EGAN, New York Manager  
Chanin Bldg., 122 East 42nd Street  
New York City - (Ashland 4-9653)  
ALSO PHILADELPHIA, PENNA.



D. J. Hansen, *Domestic Engineering Magazine*, Chicago, was chosen president of Associated Business Papers, Inc., at the annual convention in Hot Springs, on April 27. Mason Britton, McGraw-Hill Publishing Co., New York, was named vice-president, and Roy V. Wright, Simmons-Boardman, New York, treasurer.

### Trade Paper Innovation

The April issue of *Electrical Merchandising*—"The Electrical Home Modernization Issue"—is an innovation on the part of the McGraw-Hill Publishing Co., in that: (1) It is the first book in the trade to be spiral bound and to use color so extensively; (2) it presents statistics which enable the dealer to convince his prospect of the economy of electrical conveniences and air conditioning in the home. Of standard size, the magazine opens flat so that it can be used both as a sales manual and prospects' reference book.

It is divided into four sections: The Kitchen, the Laundry, Electrical Living (the rest of the home), and Air Conditioning.

### New Housewives' Magazine

*Fan Fare* magazine, a new publication primarily of interest to housewives, was published by Fan Fare, Inc., San Francisco, on April 29. Its 16 pages contained "maker-advertisements of the things the dealer sells, and no others."

The magazine is bought by voluntary chains of independent grocers to be given free to customers. Guaranteed circulation for the first six months is 62,000 copies. To date, 14 advertisers have signed six-month contracts, 12 of them using not less than alternate week insertions.

### McGraw-Hill Men Advance

These new appointments of McGraw-Hill Publishing Co. men have been announced: Mason Britton, vice-chairman of the board,

SALES MANAGEMENT



has been appointed chairman of the finance committee; A. M. Staehle, publisher of *Factory Management and Maintenance*; M. A. Williamson, publisher of *Textile World* (he continues as publisher of *Chemical and Metallurgical Engineering* and *Food Industries*); N. O. Wynkoop, publisher of *American Machinist* and *Product Engineering* (he continues as publisher of *Power, Mill Supplies and Industrial Selling*).

## Media Personals

Leon F. Biedermann, formerly western advertising manager, *Chicago Daily News*, has been appointed national advertising manager to succeed Thomas Bohan who joined the Chicago office of *This Week*, May. . . . J. Walsh has taken over the western managership of *American Druggist*. . . . Lee Robinson, for 20 years with various radio and allied trade publications, has been appointed sales manager of *Radio Retailing*.

Jerry Ryan, for two years on the advertising staff of *The American Weekly*, has been appointed advertising manager of *Woman's Day*. . . . Robert J. Nelms has joined the Cleveland sales staff of *Newsweek*. He has been associated with *Stage Magazine* and *The Literary Digest*. . . . *Cue* announces the appointments of Elizabeth Ambrose, formerly advertising manager of Saks Fifth Avenue, as merchandise counsellor and Kenneth C. Hogate, president of Dow, Jones & Co. and publisher of the *Wall Street Journal*, to the board of directors of *Cue Publishing Co., Inc.* . . . Ed Swasey on May 3 became executive vice-president of the Pacific Railways Advertising Co. with headquarters in San Francisco. Mr. Swasey will also have charge of all Street Railways Advertising Co.'s national accounts on the Pacific Coast. Richard Budd continues as sales manager of the Pacific Railways Advertising Co.

Ben F. Silsbee, formerly of the group selling staff of the Jam Handy Organization, has been named exploitation director for the sales training sound motion picture, "Selling America." . . . Frank W. Miller, 15 years vice-president and general manager of Kelly-Smith Co., New York representatives of 30 newspapers, is now president and treasurer. At the same time M. Charles Rogers becomes vice-president in charge of the Chicago office; Fred D. Stahl, vice-president in charge of the Philadelphia office; James E. Mullins, secretary; Thomas R. Crawford, assistant secretary and treasurer.

## Media Notes

*Food Industries* will publish its "1938 Food Industries Catalog and Directory" in October. "A comprehensive digest of the more important Federal and State laws governing the manufacture and distribution of food products" will be added as a new feature. . . . Butchers' Advocate Publishing Co. will, on June 1, launch publication of *Quick Frozen Foods*, the first national magazine in the frozen foods industry. . . . *National Consumer News* will change its name to *The American Consumer* with its June issue.

The 1938 edition of the *Hotel Red Book*, to be issued by the American Hotel Association on June 1, will have the largest advertising volume in the book's 52 years.

*Ladies Home Journal*, sponsoring a national small homes competition, offers \$7,500 in prizes to the "architects who design the most outstanding homes for the 'middle third' families whose incomes will

now permit them to build within the provisions of the National Housing Act." . . . With its September issue, *Good Housekeeping* will appear on the 20th of the month preceding date of issue except when that date falls on Saturday, Sunday, or Monday, when it will appear on the preceding Friday. Payments will be due on the 15th of the month preceding date of issue. There will be no change in closing date. . . . Time, Inc., has moved all personnel and equipment to Time and Life Bldg., Rockefeller Center, N. Y. . . . Wallace & Associates, Inc., New York and Chicago, have been appointed by the Knoxville *Journal* and Muncie *Star* as their retail advertising representatives.

The Federal Communications Commission has issued construction permits to the St. Louis *Star-Times*, *News-Gazette*, Champaign, Ill., and the Northwestern Publishing Co., Danville, Ill., for new radio stations, CBS's Station WAPI, Birmingham, Ala., was granted the authority to operate on an unlimited time schedule, to begin within the next two or three months. . . . CBS's cumulative gross time sales for the first quarter of 1938 reached \$11,018,777, a 12.8% increase over the same period of 1937. Billings for April, 1938, second largest in network history, were \$2,424,180, a 5.4% decrease from last year's April total of \$2,563,478.

## Eight New KNX Studios

Station KNX, Hollywood outlet of CBS, on April 30 opened eight new studios. The \$2,000,000 50,000 watt key station of Columbia Pacific Network was dedicated with 15 original programs, highlighted with numerous radio and movie star voices.



Donald W. Thornburgh, v.p. in charge of Pacific Coast operations for CBS.

Each of the eight new studios is a complete program source, utterly independent of the others in equipment, power, lighting and air conditioning. In each is a series of microphone pre-amplifiers, channel amplifiers and monitor amplifiers that increase the minute volume of sound picked up by the microphones. This high level transmission eliminates certain objectionable noises of technical origin found in a low level line.

Columbia's history in Hollywood dates from 1930 when a weekly broadcast, over KHJ with which the system was then affiliated, spread news of filmland through the nation. Today, more than a score of outstanding transcontinental broadcasts, plus a larger number of major network productions aired throughout 11 western states, originate weekly from KNX. Included in the output are the Joe Penner show, Big Town with Edward G. Robinson, Lux Radio Theater, Al Jolson, Lum and Abner, Hollywood Hotel.

Besides its new auditorium seating 1,057 guests, Columbia will retain its two theaters in Hollywood, CBS Vine Street Playhouse and the CBS Music Box Theater, to take care of audiences for headline broadcasts.

**"You've  
GOT  
Something There!"**

That's what everyone says. That's what you'll say, too. And when the folks who produce sales contests like Nudist and Quintest, come out in print and tell you that BEATA QUOTA hits a new high in sales stimulation, you can be sure they know what they're talking about.

Beata Quota Fraternity, incorporated under the laws of Illinois, offers, through the Hahn-Rodenburg Co., a new kind of sales contest, with more angles than a parallelepiped. A flick of the pen, in the space below, brings you the whole story, in a hurry!



TO: HAHN-RODENBURG  
SPRINGFIELD, ILLINOIS

Gentlemen:

TELL ME MORE!

Name .....

Firm .....

Address .....

No. of Salesmen .....



# 8 SALES INSTEAD OF 1 WITH "SNOW WHITE"



Everyone—both young and old—will want ALL EIGHT of these sparkling glasses decorated with the characters of Snow White and the Seven Dwarfs.

That means eight sales

of your product instead of one.

Compelling interest  
...pulling power...enduring

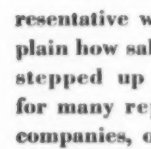


value ... spotlight this outstanding premium of all time. All are coupled to the ever-mounting enthusiasm for Walt Disney's motion picture

—the unprecedented publicity that precedes and follows its showing everywhere. And the appeal of these glasses—nation-wide—will continue for months and months as the picture is released from cities to towns... from leading to neighborhood theaters.



Cash in on this irresistible URGE to own this premium. A Libbey representative will gladly explain how sales have been stepped up sensationally for many representative companies, or samples and



complete details will be mailed from the nearest Libbey office. Investigate this unequalled sales-building opportunity TODAY.



## LIBBEY SAFEDGE GLASSWARE

Libbey Glass Company, Toledo, Ohio... Chrysler Bldg., New York... LaSalle-Wacker Bldg., Chicago... Whitney Bank Bldg., New Orleans... 2 Leader Lane, Toronto.

... Also distributed by Owens-Illinois Glass Company, Toledo, Ohio and Owens-Illinois Pacific Coast Company, San Francisco, California

## Quiet, Please!

(Continued from page 22)

ings effected by noise reduction have been collected by makers of sound-absorbing materials. Johns-Manville, about 80% of whose sales of sound-absorbing materials are for office-quieting, have published a booklet, "Sound Control," in which there are figures on savings. A table shows the dividend-paying results of an investment by Western Union Telegraph Co. in JM's Sanacoustic Tile. "The annual return on the investment . . . after charging off depreciation and interest, amounted to 67%. The savings effected paid for the installation in one and one-half years."

The Celotex Corp. has been aggressive in spreading the gospel of noise reduction, having issued many brochures on the subject and reprinted articles from the trade press telling of experiences of users of the firm's products. The company issues a periodical, *Quiet Forum*. The name of one booklet, "Acousti-Celotex in Offices and Banks," is self-explanatory. "Less Noise . . . Better Hearing," published in 1937, contains useful information on suiting acoustical treatment to the job. Maintenance—the effect of paint—is discussed. The book is illustrated with photographs of installations in banks, offices, schools, hospitals, churches, theatres, restaurants, a retail store and a residence.

### Profits in Quiet

"Selling Quiet at a Profit," reprinted from *Buildings and Building Management*, tells of the installation of Acousti-Celotex at approximately 40 cents a foot, or a total of \$40,000 (less than 1.5% of the original investment of \$2,750,000) in the Lincoln-Alliance Building at Rochester—an investment well worth while, according to the manager, who wrote the article.

Another article from the same magazine, "Noise Reduction Is Better than Rent Reduction," relates a similar experience of the owners of a building in Buffalo. Celotex's Information Service outlines the story of the Hotel Muehlebach, Kansas City, which sound-conditioned 150 rooms on a noisy street and, despite rate increases, finds these rooms in greatest demand. Treatment used was a "system of tiny holes drilled into the surface of the tile; these holes soak up noise waves." A similar method of soundproofing is now being used for doorless telephone booths.

It is not difficult to dramatize the

evils of noise through advertising, as a number of manufacturers have demonstrated. The zigzag rays darting from an alarm clock, the jitters evoked by a too-harsh doorbell, the girl whose agonized face indicates that her office environment is pandemonium—we remember them when we see them in our magazines. There was Remington Rand's striking photograph—synthetic, of course—of typists gazing in horror at a streetcar clattering through their office, with copy explaining that "a street car makes no more noise than a group of ordinary hammerblow typewriters."

### These Also Sell Silence

A more subtle advertisement for Remington Noiseless typewriters appeared in the *Journal of the American Medical Association*: A nurse looking at the signal lights on a board—"The noisy old bell is replaced by a light, but the typewriter clatters right on," according to the copy. This advertisement was reprinted with a form letter reminding doctors that noise in hospitals and offices might be reduced by installing Noiseless typewriters. A current series of advertisements for the same company recommends "Make the 5 o'clock test," by trying out a Noiseless typewriter (free) for one full day; the idea, of course, is to show that "noise tires you more than office work."

Those who read advertisements are familiar with the Electrolux sales argument: "No moving parts." The word "Silent," in big white letters on a black background, dominates a current full-page advertisement for Electrolux (Serval) refrigerators.

Samson-United Corp. recently announced plans for the "biggest" national advertising campaign ever put behind any electric fan, for their rubber-bladed Safe-Flex fans. The keynote of the campaign is to be "Safety and Silence." The rubber blades, it is claimed, "can be drowned out by a humming bird's whisper." Grey Advertising Agency, N. Y., is handling the campaign.

Those little words, "quiet," "silent," and "noise," and their derivatives recur again and again—often in small type—in the advertisements of a wide range of products. A page in *Time* for Carrier Air Conditioning mentions the "cool, clean, quiet comfort" of a bedroom; and the freedom "from dirt and noise" enjoyed both by shop-

pers in India and in Gimbel's and Filene's.

Curtis *Silentite* windows, we learn, "operate silently" because weights, cords and pulley are replaced by springs. F. E. Myers & Bro. Co. advertises water systems that are "silent, efficient and completely automatic" because the makers use V-belt drives that are quieter than gear drives, chain drives or even flat belt drives; and because they use rubber valve discs to eliminate valve noise and provide large waterways, air chambers, etc., to avoid water hammer.

Congoleum-Nairn claims for its linoleum "quietness . . . resilience underfoot." Even coal (Pennsylvania Anthracite) is advertised as burning "without a whisper." Not noiseless, but pleasant to the ear, are the electric door chimes made by A. E. Rittenhouse Co., who advertise their product with the headline, "Stop 'Doorbell' Nerves," and a picture of a woman jumping in panic as she hears a bell *not* made by Rittenhouse.

Despite the facts assembled here, it is obvious that the development of the "freedom from noise" sales argument is still in its infancy. In making the survey on which this article is based, SALES MANAGEMENT was told repeatedly by business executives, "We *could* talk about the silent features of our product, and we really *should* do so, but we haven't done much about it yet."

### Riveting Racket to Go?

Electric welding, for example, now permitted by the building codes of many cities, is not sold on the basis of its being less noisy than riveting—yet a single riveting machine registers 105 decibels, and apart from the volume of sound, riveting is extremely distasteful to the ear. Intermittent noises are notoriously unpleasant, and the staccato beat of the riveting hammer creates so much ill will that builders have been known to apologize for it, through signs and newspaper advertisements. Consider the good will a company might gain by using electric welding for a building erected in a thickly populated district, and by *letting the public know* that welding was being used, having been chosen for the sake of the comfort of those within earshot of the construction work.

Metal & Thermit Corp. has just issued a booklet, "Continuous Rail," advertising Thermit welding, now being tried out experimentally by half a dozen lines. It emphasizes the economies effected by elimination of rail joints in welding railroad rail into

long, continuous stretches—and makes little mention of the elimination of the clinkety-clack that most of us accept with resignation as a necessary evil in railroad travel. Yet, according to Merritt L. Smith, advertising manager of Metal & Thermit Corp., the smooth gliding sensation experienced when riding on welded rail has caused the engineers of the Delaware & Hudson Railroad (which has 40 miles of welded track in service) to nickname this section the "Velvet Track."

Though we hear little of their activities in the field of noise elimination, inventors and engineers are busying themselves in developing new products, or gadgets on old products, to

counteract the noise generated by our highly mechanized civilization. It was announced recently that "after several years of development," the construction material division of General Electric had placed in production a new silent switch in which contact is made and broken by the movement of mercury. According to the *American Builder*, approximately 15,000,000 house switches are sold in the U. S. each year. The desire for replacements, created by the development of the silent switch, may conceivably lift the annual sales figure to much greater heights.

In some instances, the design of an industrial machine governs the degree



*"The Value of the Gem lies not in Size..."*

AND the value of a market does not depend so much upon the number of people as the ability of those people to consume.

Although Nashville ranks *sixty-ninth* in percent of national buying power . . . Nashville is *sixty-second* in effective buying income . . . *Forty-fifth* in retail sales . . . *Second* among all Southern cities

in per capita buying income . . . *First* among all Tennessee cities in effective buying income.

Upon the basis of *quality* Nashville ranks among the markets of the Nation. Weigh with these facts the additional fact that you can *reach* and *sell* this exceptional market at one time and with the modest cost of 27 cents per line by using—

Nashville  Banner  
Evening

THE NASHVILLE TENNESSEAN  
Morning-Sunday

THE ONLY MEASURABLE MEANS OF REACHING THE NASHVILLE MARKET

Represented Nationally by The Branham Company



# CUSTOM TAILORS



**\$85.00**

is a perfect investment  
price for our imported  
fabric business suits —  
Your patronage is respect-  
fully invited.

**SHOTLAND  
AND  
SHOTLAND**

574 FIFTH AVENUE, NEW YORK  
TELEPHONE BRYANT 9-7495

of noise it generates. Less noisy machines are being developed; still quieter ones will be produced as factory owners demand them. Much can be done, too, in the prevention of vibration. In Dr. Laird's book, "*How to Use Psychology in Business*," he tells of "a small hand-press, bolted to the floor of a new concrete and glass building, rattling half the windows on its floor, while beside it stood a high-speed press, turning out the first 520 pages of a mail-order catalog, making only a pleasing hum." . . . The big press, he explains, was not only better balanced, but was floated on vibration and noise-absorbing pads.

An article recently appeared in *Safety Engineering*, in which the statement was made that the hearing of workers can be impaired by constant exposure to any noise level above 70 decibels. The medical director of an industrial plant was quoted as inquiring: "What can be done to protect the ears of the men working in steam electrical plants where the coal is ground into powder? The rollers that crush the coal weigh 200 or 300 pounds, and run at terrific speed, and they make a tremendous rumbling noise. Most of the men become deaf or partly deaf after working around these rollers for a good while."

## "Flents," a Negative Approach

The remedy proposed by the author of the article was the use of ear stopples, "already successfully used in a number of important industries." He probably referred to Flents, those little rolls of cotton and wax that may be molded between the fingers and inserted into the outer ear. They are said to reduce the surrounding noise level by at least 40%.

Flents were put on the market about a dozen years ago by an American business man, whose work necessitated extensive travel, during which he suffered from loss of sleep because of noise. In Europe he discovered a pliable preparation, a mixture of cotton and tallow, which people put into their ears to shut out noises. He brought a large supply back to America with him, but it soon became rancid. With the aid of a chemist he worked out a formula for a similar preparation that was rancid-proof and superior in other ways to the European product. For a while he gave the stopples away to friends, but the demand for them reached such proportions that he began to sell them through a few drug stores. Without effort on his part, distribution increased, and a little more than a year ago an advertising cam-

paign was inaugurated through Charles A. Weeks Co.

In women's magazines the "Does Your Husband Snore?" theme was used. *Safety Engineering* also carries the firm's advertising. But the most effective medium thus far has been *Medical Economics*, between 3,000 and 4,000 doctors having requested samples since the campaign was launched. Industrial concerns buy the product at reduced rates, in large quantities.

Those who have made a study of the subject are generally agreed that there's no such thing as "getting used to noise." Many may think that noise does not harm them; they may even say that they don't notice it—but it takes its toll just the same. This has been proved by scientific tests which show that more energy is consumed to counteract noise, that the individual's reactions to it are involuntary, that digestive processes suffer during exposure to it, that it produces a fear reaction—in short, it harms us all, but, of course, in different degrees. The word itself is derived from the Latin "nausea," originally meaning seasickness. Since it cannot be defended, why not make a virtue of necessity, increasing profits by "de-noising" our products and increasing our efficiency by "de-noising" our surroundings?

Those who have studied the noise problem of our modern fast-paced mode of living believe millions of dollars worth of new markets will be opened when manufacturers discover how much the public wants—and needs, for its health's sake—greater quietude in industrial, home and outdoor surroundings.

## Borden's Builds Store Traffic with Premium

(Continued from page 48)

For one week (April 4-9) Borden Radio News Commentator John B. Hughes told his listeners twice daily that the little envelopes could be had for the asking from their grocers, restaurants and fountains selling Borden's milk and ice cream. Dealers interested in the campaign (and few were not) were given supplies of the envelopes, together with window and counter cards announcing the free envelopes to customers.

Before the campaign went on the air, a preliminary order for 50,000 of the envelopes was placed by McCann-Erickson, the agency which worked out the scheme for Borden's. Dealer reception was so enthusiastic that almost at once the run was increased to 60,000, and then to 150,000. Following

SALES MANAGEMENT



the completion of the air announcements, another 50,000 of the envelopes had been printed, making a total of 200,000 distributed to date. The idea seems to be tremendously well-liked by the trade and the public, Borden's reports, with the interest cumulative.

It is planned to explain this "civic program," as Borden's described it, to newspapers, churches, Chambers of Commerce, employers of labor, labor unions, asking them to tell those with whom they come in contact of this Borden service to the public. The company will go to large employers and request that the protective envelopes for social security cards be included with wages or salary checks.

No one could take exception to the tough little envelopes (which a strong man can't tear in half by exercising full force), one side of which reads: "Protective envelope for your Social Security Card. Originated by Borden's Capital Dairy Co. and distributed by its employes or through stores, at fountains and in restaurants selling Borden's milk, cream and ice cream." On the other side is the recommendation: "To help you reach the age of 65 years and enjoy a happier life, we suggest that you follow the advice of nutrition authorities and drink at least two glass-fuls of milk each day as part of a well balanced diet."

Borden salesmen are making a 100% canvass of their outlets to inform dealers of the campaign. The idea is being used for its long-range advertising value. Borden's is confident that 40 years hence these envelopes will be popping up from safe deposit boxes, desk drawers and safes.

This social security envelope is another gun in the active merchandising campaign to sell Borden's to the middleman and Borden products to the consumer that this firm has been conducting during recent months in Northern California, and which is probably one of the most forceful advertising and selling plans to include the dealer that any dairy organization has put on in that part of the country. It is designed to justify the Borden slogan: "First with Sound Merchandising"—and showmanship isn't being spared, either in contact with dealer or consumer.

### Corrections in April 10 Survey of Buying Power

Page 62: Please fill in under Bethlehem, Pa., the figure 20,320, under wholesale sales, 1937, and 48 under income tax returns per 1,000. Page 22: The dollar figures in the Pictograph headed "New Paid-for Ordinary Insurance in the U. S." are per capita instead of in terms of per 1,000 people.

MAY 15, 1938

## "AIR-EXPRESSED" SAMPLE CLINCHES SALE

Competitor featured 24-hour deliveries on rush orders. Smart salesman AIR EXPRESSED his samples 2775 miles overnight. Super-swift service amazed buyer and entire line sold. Shrewd selling there—at low cost. Step up your sales with AIR EXPRESS deliveries of samples, style goods, rush refills—anything. Nation-wide service; also to Canada, Latin America, Honolulu, and Far East. For service, phone any RAILWAY EXPRESS office—AIR EXPRESS Division.



# 71,000,000 LINES LAST YEAR

Total advertising in the eight Booth-Michigan Newspapers last year was almost 71,000,000 lines. Each of the eight Booth-Michigan Markets is important... profitable... easy to cover with a single paper. For further interesting facts, ask I. A. Klein, 50 East 42nd Street, New York; or John E. Lutz, 435 N. Michigan Avenue, Chicago.

GRAND RAPIDS PRESS  
FLINT JOURNAL  
SAGINAW NEWS  
KALAMAZOO GAZETTE  
JACKSON CITIZEN PATRIOT  
BAY CITY TIMES  
MUSKEGON CHRONICLE  
ANN ARBOR NEWS

IN SAGINAW  
IT'S THE NEWS

Circulation 30,120. Retail trading zone population 181,268. Michigan's third largest jobbing center.

## BOOTH MICHIGAN NEWSPAPERS

Visiting vacationists spend over \$300,000,000 in Michigan every summer.

TORONTO  
MONTREAL  
WINNIPEG  
MONTREAL

## GIBBONS KNOWS CANADA

J. J. GIBBONS LIMITED • ADVERTISING AGENTS

REGINA  
CALGARY  
EDMONTON  
VANCOUVER



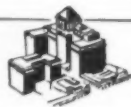
## MOTHER deserves a VACATION too!

Bring her to these beachfront hotels. We'll make your goodness seem all the greater with friendly, considerate treatment. Days of surf and sport. Nights of music and cool, quiet rest. Meals she hasn't had to plan herself, the Chalfonte-Haddon Hall kind!

LEEDS AND LIPPINCOTT COMPANY

## CHALFONTE- HADDON HALL

ATLANTIC CITY



Fine food, comfortable smartly appointed rooms, friendly service. And yet over 50% of all rooms for \$3.50 or less single; \$5.00 or less double.

Hotel **Mayfair**  
ST. LOUIS

## PHOTOSTATS

COMMERCE PHOTO-PRINT  
CORPORATION

1 WALL STREET

233 Broadway 56 Pine St.  
80 Maiden Lane 33 W. 42nd St.  
Dlgbly 4-9135-6-7-8

## Improved Product Reopened "Closed" Magneto Market

(Continued from page 44)

tracting papers and problems, and to prevent scratching.

With this equipment, the American-Bosch magneto story is dramatized to fleet operators and other potential customers. To show the rotating parts of the magnet and the stationary electrical parts, American-Bosch devised the sectionalized magneto, a working model which is hand-operated to produce a high tension spark with an easy twist of the wing nut, a twist that is far less than ordinary cranking speeds. With this dramatized sales story, the trade is putting over a simple, quick and effective sales presentation. Prospects can see and operate the new magneto, a simple demonstration which has proved a wonderful sales builder. Incidentally, this model can be converted at any time into a salable unit, in case the dealer wishes to cash in on his investment.

This model tops the Magneto Counterboy, a six-panel counter display operating on a revolving drum. Each

of the six colored panels tells one fact in the sales story and the whole may be read in less than 45 seconds. The display unit, manufactured by the Washburn Co., Worcester, Mass., is so built that panels can be changed easily.

Within two weeks of the Counterboy's introduction to only 25% of their distributors, American-Bosch had received orders from 20% of their dealers, and it is expected that as high as 70% will buy the display during the coming months.

To dramatize the super-power of the new product, Bosch devised the miracle magnet, a small horseshoe magnet and bar, the strength of the Alnico magnet material making it difficult or impossible to remove the bar if only the fingers are used. These have proved so popular that the company is selling them to the public at cost, \$1.25. This miracle magnet is used by all company salesmen, by distributors and dealers and their salesmen as the key point of the sales talk. It starts the sales interview off with interest. The salesman hands the prospect the magnet and asks him to remove the bar. When the prospect finds it difficult, he is interested in the Alnico story.

Hundreds of the magnets are in use in conjunction with a small paper box

## Important Conventions to Come

The following list of important May and June conventions was compiled for SM and for "Domestic Commerce," by C. Judkins and N. Dokken, of the Trade Association Section of the Bureau of Foreign and Domestic Commerce.

| Name of Association   | Convention City               | Date      |
|---|-------------------------------|-----------|
| <b>May</b>  |                               |           |
| Heating, Piping and Air Conditioning Contractor National Assn. .... | Boston, Mass                  | 31-Ju. 2  |
| International Assn. of Garment Mfrs. ....                           | Chicago, Ill                  | 24-27     |
| National American Whl. Lumber Assn. ....                            | Atlantic City, N. J.          | 25-26     |
| National Federation of Sales Executives ....                        | Dallas, Texas                 | 19-21     |
| National Paper Box Mfrs. Assn. ....                                 | Cleveland, Ohio               | 22-25     |
| Retail Tobacco Dealers of America ....                              | New York, N. Y.               | 26-28     |
| <b>June</b>   |                               |           |
| Advertising Federation of America ....                              | Detroit, Mich.                | 12-15     |
| American Feed Mfrs. Assn. ....                                      | Fr. Lick Springs, Ind.        | 9-10      |
| American Institute of Banking ....                                  | Louisville, Ky.               | 6-10      |
| American Institute of Electrical Engineers ....                     | Washington, D. C.             | 20-24     |
| American Leather Chemists Assn. ....                                | Bedford Springs, Pa.          | 14-17     |
| American Pharmaceutical Mfrs. Assn. ....                            | Hot Springs, Va.              | 13-16     |
| Assoc. Grocery Mfrs. Assn. ....                                     | Hot Springs, Ark.             | 6-7       |
| Cycle Trades of America ....  | Chicago, Ill.                 | 6-11      |
| Edison Electric Institute. ....                                     | Atlantic City, N. J.          | 6-10      |
| International Display Executives Assn. ....                         | New York, N. Y.               | 1-2       |
| National Assn. of Credit Men ....                                   | San Francisco, Cal.           | 5-10      |
| National Assn. of Retail Grocers. ....                              | Cincinnati, Ohio              | 19-23     |
| National Confectioners Assn. ....                                   | New York, N. Y.               | 7-10      |
| National Fertilizer Assn. ....                                      | White Sulphur Springs, W. Va. | 6-8       |
| National Retail Dry Goods Assn. (Mid-year) ....                     | Cincinnati, Ohio              | 27-July 1 |
| Radio Mfrs. Assn. ....  | Chicago, Ill.                 | 7-8       |
| Society of Automotive Engineers ....                                | White Sulphur Springs, W. Va. | 12-17     |

\* Changes in dates sometimes occur immediately preceding conventions. Asterisk in the months columns indicates that the exact date was not known at the time of going to press.

of iron filings, the magnet being drawn across the lower side of the box to make the filings stand upright in the package. Magnets are also used with two metal balls, the magnet being moved around with glass between it and the balls, making the balls dance in jolly fashion.

Store pennants are furnished in five colors and each announces one phase of the super-power story. These may be used in less than 10 feet of space, or may be stretched out to cover more than 30 feet, being thus adaptable to all types of stores.

American-Bosch has started the Magneto Modernizing Club, composed of nearly 400 members—distributor and dealer salesmen who have shown progress in this drive. This provides non-members an incentive to push sales that they may become members and keeps salesmen on their toes.

## Kuppenheimer's 14-Point Sales Training Plan

(Continued from page 20)

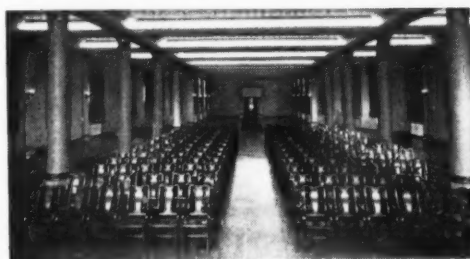
business on their own effort and initiative. Various types of direct advertising are provided for salespeople, making it easy for them to keep in touch with customers and prospects through the mail. In all cases, the personalities of the individual salesmen become a part of the advertising. This stimulates the interest of the salesperson in the advertising and gives him a pride in his work and a desire to achieve results. Inertia is such that a salesman may not go to the trouble to write a letter to a prospect, but if the letter is prepared for him and requires only his signature, he is more inclined to utilize it.

This part of the work—that of making it easy for the salesman to carry on his own promotion—is extended even to telephone calls. Kuppenheimer supplies salesmen with statements which they can make over the phone in soliciting visits.

One vital characteristic of this entire program of retail sales training is the division of the project into many small parts rather than attempting to present a quantity of information all at one time. Presenting a great deal of information at one time defeats its own purpose in that the job of assimilating it becomes so difficult that the salesman is likely to despair of the whole thing—and read none of it. Instead, he gets information in small easy doses, the sum total of which, if thoughtfully read and intelligently applied, will make a better salesman of him.

MAY 15, 1938

## French Lick Acclaimed as America's Ideal Convention Spot



**WITHOUT** interfering with convention program, your members can enjoy golf on two championship courses . . . riding through woodland trails, tennis, Badminton, skeet and trap shooting, swimming and other favorite sports. Special entertainment in the evening includes Jules Duke's famous broadcasting orchestra.



**YOU'LL** virtually be given possession of the beautiful grounds, building, and trained service staff. Large convention hall, private meeting rooms—everything to make the convention a success. And best of all, there are no competing attractions to lure delegates from sessions. Members of your group, and the meetings, are all under one roof.



**EVERY** member of your group will find this different kind of convention a real "health holiday." For here are expert massages and famous Pluto Water and Baths at their source—celebrated the world over for their curative and rejuvenating powers. Write at once for full details and luxurious illustrated portfolio, giving all information about this ideal convention center.

## FRENCH LICK SPRINGS HOTEL

FRENCH LICK, INDIANA

T. D. Taggart, President

C. K. Dwinell, Manager

D. E. Manning, Manager, Chicago Office, 221 N. Michigan Avenue, Phone ANDover 2223

*at the*

**CROSSROADS**



Whether you're going north or south, east or west in Central New York, Syracuse is at the crossroads . . . and the Hotel Syracuse is at the crossroads in Syracuse. Convenient to shops, theatres, and industry . . . it is Syracuse's most modern hotel with the finest in accommodations, food, service, and entertainment.

Rates: Single from \$3.00, double from \$4.50, twin from \$5.50.

# HOTEL SYRACUSE

SYRACUSE, N. Y.

Fay B. Mareness, Mgr.

### NEED SOME GOOD SALES LETTER IDEAS?

Write for a sample of **SALES MANAGEMENT'S** monthly Sales Letter Round Table Service.

Sales Management, Inc.

420 Lexington Avenue

New York, N. Y.



# SALES LETTER ROUND TABLE

Sales Letters That Dramatize the Dull Product and Clothe the Intangible in Human Interest — Squelching Returns

## Getting Juice into a Dust-dry Subject Is Worthy of Reward

First honors for April in the Sales Letter Round Table go to Mr. F. Sontag of The Trane Co., La Crosse, Wis., for turning out a letter which succeeds in putting color and drama into a product which is difficult to write about except in dry, scientific terminology. Here it is:

"Dear Mr. Lyons:

"You probably know that the G. C. Conn Co., Ltd. at Elkhart, Ind., manufactures high-grade musical instruments, but we'll wager that you didn't know that Trane air conditioning equipment makes it possible to obtain just the right temperature and humidity to make accurate tone and pitch testing possible.

"Maybe you've thrilled as you watched Babe Ruth or Lou Gehrig sock a home run, but did you know that the solid smash of the baseball bat is made possible by Trane air conditioning equipment used at the plants of Hillerich & Bradsby, national manufacturers of baseball bats, at Louisville, Ky. Aging of second growth white ash is a delicate operation and proper humidity and temperature must be maintained at all times.

"You've had a filling station attendant put oil in your car. Did you know that Trane equipment helps to protect your motor by providing 40 deg. below zero temperatures to test the viscosity of that oil that goes into your motor?

"Those are only a few of the many processes to which Trane air conditioning may be applied throughout industry. If you have a problem of maintaining certain conditions of temperature or humidity whether it's 40 deg. below or 150 deg. above or any percentage of relative humid-

ity, Trane can make equipment to solve your problem.

"Trane air conditioning equipment is manufactured to fit the job. In no instance is the job forced to meet with rigid requirements of equipment. Our qualified sales engineers are in a position to answer any question that you may have relative to your problem. In your territory, address The Trane Co., Room 203, Professional Building, 118 South Third Street, Clarksburg, W. Va.

"Yours very truly."

## A Frank Approach Is Best for That Returned Goods Plague

A headache to the sales manager, a plague to the bookkeeping department, a drain on the treasury: The accounts that persistently abuse the return goods privilege! Butler Brothers, Chicago, believe in a to-the-point approach to customers who offend on this score, and this is the tack they take in a letter:

"Dear Mr. Smith:

"For some time we have intended writing to you on the matter of Returned Goods. The subject is surrounded with vexatious details but is one in which we are both vitally concerned, and we think a frank discussion will be of mutual interest.

"We are quite sure that you are not familiar with the fact that during 1937 your returns amounted to \$1,137.35, approximating 30% of your purchases, while our average for all accounts is something less than 3%. In several instances we have found customers were astonished at the high percentage of their returns; that the work had been delegated to the merchant's assistant or to a clerk and no comparative record kept of the number or amount of return shipments. It is quite likely that this applies in your case. The additional operating cost of handling excessive returns is actually a Returned Goods Tax and is ultimately reflected in merchandise prices.

"In shipping thousands of items every day, our best order fillers sometimes send the wrong color, or size, or style. In such cases, we want to do just what you would do for your customers, *make it right!* But before you return the goods, please *write us*. It might be that we can make an allowance to you which would enable you to dispose of the goods as a bargain, rather than go to the expense of return freight or express.

"The purpose of this letter is to appeal for your cooperation in our effort to lessen the evil by returning merchandise only for cause, which should automatically keep the ratio well within the average. When merchandise is not as described or bought, it

is entirely proper for you to return it for credit, and the carrying charges will be allowed as well.

"The amount of business you are giving us is very welcome; we not only want to retain it but shall do all we can to merit an increase. We are discussing this troublesome question frankly and with every confidence that you will give us the cooperation we ask.

"We would appreciate it very much if you would acknowledge this letter, with the assurance that you will make an effort to keep your returned goods within a normal ratio.

"Yours very truly."

## What Connection Has Printing with a Good Night's Rest?

Some of us are lucky enough to have products which are inherently interesting—chock-full of sales letter angles. But others are saddled with the job of finding a way to get people interested in drab utility items or services which are harder to talk about than the Fourth Dimension. Such a problem, in the hands of A. R. Hamerslag, vice-president, the Pace Press, who sought inquiries for printing service from magazine publishers, was neatly licked with this most refreshing and original approach:

"Dear Sir:

"Maybe I'm wrong—but I have a hunch that the most important thing that any printer can sell a magazine business manager or publisher is *sleep*.

"Presses, Blatchford bases, anti-offset sprays, type, extra messenger boys—there must be dozens of printers who have these and more to offer. But the one thing that we feel we can do better than the next fellow is to keep our customers from worrying by understanding what they want and seeing that they get it.

"Work is work around here, but because of proper supervision and adequate facilities it is accomplished smoothly, easily and efficiently. The result is that if you print your magazine at Pace you can clear your desk at quitting time; you can forget printing and printing troubles, spend your evenings at bridge, pinochle, chess or what-have-you and go to sleep in peace and confidence.

"We have a special department to service publishers, and have set aside some of our 23 high speed modern letterpress and lithographic machines for just that purpose.

"May we see you one day soon?

"Yours for more peaceful sleep."

"Yes, sir, you may come up on ..... at ..... A.M. .... P.M."

## Round Table Winners for April

F. Sontag  
Advertising Department  
The Trane Co.  
La Crosse, Wis.

E. D. Hoffman  
Director of Sales  
Lee S. Smith & Son Mfg. Co.  
Pittsburgh, Pa.

W. W. Corwin  
The Lawyers Co-operative  
Publishing Co.  
Rochester, N. Y.

## America's Foremost Tarpon Fishing Resort



***Useppa Island, Florida, Invites  
You to Make Up a Party to  
Enjoy the Famous Game Fishing!***

The tarpon are starting to run near Useppa Island. Big fighting tarpon 50 to 150 lbs. will be crowding nearby Boca Grande and Captiva Passes, world famous tarpon runs, thrilling the most experienced fishermen with their spectacular leaping and boundless courage!

Why not make up a party of friends or business associates to enjoy this famous fishing and the club facilities of Useppa Island? The entire island is devoted to you and your guests. Off-shore, sea-surrounded, Useppa is cool, delightful. The fishing is protected. Many varieties available. Good guides and boats. Excellent golf, tennis and bathing. Fast trains. Wire or write manager.

**USEPPA INN • USEPPA ISLAND • FLORIDA**



NEW YORK OFFICE—745 5th Avenue—Tel.: Eldorado 5-6700

# FLORIDA

## On Business or Pleasure Bent

Open all year are five fine Collier Florida Hotels—leading East Coast, West Coast and interior hotels—catering to the business man—conveniently located for anyone making a trip around the state.

### TAMPA

**Hotel Tampa Terrace**  
**Hotel Floridan**

Tampa's Best, Air-Conditioned Rooms,  
Rates from \$2

•  
**WEST PALM BEACH**  
**Hotel Dixie Court**

Most Convenient, Modern, Rates from \$2

•  
**LAKELAND**  
**Hotel Lakeland Terrace**

Lakeland's leader, Rates from \$2

•  
**EVERGLADES**  
**Everglades Inn**  
On West Coast across from Miami  
Famous 10,000 Islands fishing

### COLLIER FLORIDA COAST HOTELS

Barron Collier, Pres.

George Mason, Gen. Mgr.



Booklets reviewed below are free unless otherwise specified, and available either through this office or direct from the publishers. In addressing this office please use a separate letterhead for each booklet requested, to facilitate handling. The address is **SALES MANAGEMENT Readers' Service Bureau, 420 Lexington Avenue, New York, N. Y.**

### 15th Annual New York Data Book Published by *Sun*

A new prize-winner among market data books is in circulation—the New York *Sun's* 1938 edition of "Valuable Data on New York." This is the fifteenth annual edition, and since it has had wide distribution among sales and advertising agencies through the years, we frankly question whether many among SM subscribers need an introduction. In recent years, when the practice of awarding prizes for such promotional efforts has been organized, this data book has won generous recognition. Five first and two second awards in newspaper competition in the past seven years indicate the standard set, and lived up to. The 1938 edition is well on the way!

As in previous issues, the book is handsomely and sturdily bound, the front cover

laminated with cellophane, and picturing in black, orange and blue, the theme group of the 1939 World's Fair. Inside cover illustrations present additional pictures and descriptions of outstanding Fair buildings. Binding is loose-leaf, Circla-type, and sections are well divided by indexed sheets, presenting (1) advertising; (2) circulation; (3) editorial, and (4) the market. The first section, advertising, is also side-indexed with 16 classification and summary sections. Here is a complete record of the volume published by each New York newspaper in each classification of advertising, with a record of space used by each advertiser using 5,000 or more lines in any newspaper during 1937. A great deal of this detailed information is not readily available elsewhere.

The section on circulation analyzes circulation, and reader preferences, by suburbs, department store patrons, automobile owners, school, hotel, club, apartment and many other circulation centers. The section on editorial content is complete as to all the *Sun* features, and is especially interesting in its presentation of the growth in features of the Saturday *Sun* in a decade.

In the Market section, an introductory feature is a ten-page description of "The Vastness of New York," presenting a simple and well illustrated account of what the 12,000,000 people in the market do, and where and how they live, work, and play. Detailed data on population of the entire 28-county market, retail and wholesale trade, owned and rented homes, and other indices of buying power conclude the section.

Although said to contain more actual data than previous editions, the 1938 volume has been considerably reduced in bulk and weight. It takes its place as one of the outstanding market data studies of the year. Requests for copies should go direct to Edwin S. Friendly, The New York *Sun*, 280 Broadway, New York, N. Y.

### Buffalo Buying Power Shown in New Market Study

This being the open season for newspaper market data studies, competition for attention is well served in the case of a volume which for sheer originality of design and arrangement as well as value of data merits the study of advertising and sales executives. Entitled "Buffalo—Above Average," it is presented by the *Courier-Express*, for advertisers interested in the Buffalo area. The cover, of heavy red board stock, folds twice, opens out flat in three sections. On the left a statistical study of the eight western New York counties in the area is presented to prove the title of the presentation and show them far above the average in all important factors. This section is built up with overlapping pages, indexed on the exposed strip at the bottom of each page. Factors include population and market data, Effective Buying Income, retail sales (total and by classifications), with special analysis for Metropolitan Buffalo and Niagara County.

The center cover section displays merely a market map. On the right section, ingenious use of a double fold of the cover as support for small ring binders permits assembly of a formidable loose-leaf section. This is indexed by die-cut division sheets, utilizes color in both maps and graphs, and makes use of several extra-size sheets, which fold to presentation size, in order to encompass the amount of information called for. This loose-leaf section is devoted primarily to detailed analysis of metropolitan Buffalo,



SALES MANAGEMENT'S Marketing Pictographs are giving talking points to hundreds of salesmen. Such companies as Hamilton Watch Co., Brown & Bigelow, Union Steel Products Co., Marchant Calculating Machine Co.; such publications as Metropolitan Weekly, Capper Publications, Successful Farming, Farmer's Wife, have already put them to good use in their portfolios, in their presentations, and in special files, so that their file copies of SM will be complete.

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Please enter our subscription for your regular monthly reprints of Marketing Pictographs, for 12 months beginning with the set which appeared in the ..... issue (available from February issue on), at \$1.95 per year for the first set, and 60 cents a year for each additional set.

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including a buying power analysis mapping in color each of the 27 city wards as excellent, good, fair or poor. Rentals, telephone, automobile sales, retail expenditures, and an analysis of 325,000 retail customers, are analyzed according to the four-color comparison set up in the buying power analysis. This section concludes with several pages on *Courier-Express* circulation, editorial content, and advertising. The advertising analysis includes ten-year graphs of lineage, by important classifications.

In any collection of market data books, this will stand out for its ingenious and statistical presentation of an important market. For the executive distributing in the Buffalo area, it should be decidedly worth while. Requests to W. C. O'Brien, Buffalo *Courier-Express*, Buffalo, N. Y.

### Wage-Hour Bill Analyzed

Opponents of the Wage and Hour Bill will find a reprint of "Why We Protest the Wage and Hour Bill," by *Factory*, excellent ammunition. In a 12-page presentation, *Factory* has packed, in chart as well as type form, a tremendously condensed and powerful summary of recorded facts in wage and hour regulations which have been going on in this country for the past 15 years. Presented to give industry an understanding of what is involved in the proposed legislation. Requests to L. C. Morrow, *Factory*, McGraw-Hill Publishing Co., Inc., 330 West 42nd St., New York, N. Y.

### Minnesota—1938 Bright Spot

Most recent market folder on Minnesota, from the newspaper, radio station and farm paper business offices of Minneapolis, St. Paul and Duluth, proudly hails confirmation of its 1937 prediction of the 1937 farm income. Prediction: \$360,000,000. Official U. S. figure: \$358,907,000. Close! Indications for 1938 are a decline of less than 10% from 1937, first six months. Which makes Minnesota a relatively bright spot. Bulletin also quotes from SM's *Survey of Buying Power* to show that the state's metropolitan areas have a 45% higher family income than the U. S. average. If your products have distribution there, better get on this mailing list, which is the best cooperative market service we know. Ask for "Minnesota—a 1938 Bright Spot." Address the Minneapolis *Journal*, *Star*, or *Tribune*; The St. Paul *Daily News*, *Dispatch-Pioneer Press*; radio stations KSTP, WCCO, WTCN, WEEB; The Duluth *Herald & News Tribune*; or *The Farmer*, St. Paul.

### Premiums as Solution of Specific Sales Problems

*Premium Practice* announces the publication of a new book dealing with the fundamental purposes of premium use—the solution of specific sales problems. In this volume, the phases of sales problems that have been successfully solved through the application of the right types of premium use include, among others:

The What, Why and How of Premium Advertising; Holding Consumer Patronage; Increasing Sales of Established Brands; Introducing New Products; Opening New Territories; Stimulating Sales in Dull Seasons; Stimulating Sales of Slow Selling Articles; Advertising the Premium Offer; Securing New Dealer Accounts; More Sales by Dealers and Clerks.

The underlying theories in each case are backed by case histories and the book should be part of the reference library of

every premium user. It is 8½ x 11 inches in size, 84 pages, and priced at \$1.50. Copies may be had by addressing *Premium Practice*, 420 Lexington Avenue, New York, N. Y.

### Right Ways to Ship

If you have been getting complaints about the appearance or efficiency of your fibre shipping containers, a recent booklet published by the Robert Gair Company might suggest remedies. Entitled "*Sealing of Corrugated and Solid Fibre Containers*" it is a well illustrated and extremely practical discussion of wrong and right methods of handling containers. According to the publishers, it is the first authoritative complete booklet on this subject. Written by J. D. Malcolmson, container specialist of the Gair Company and an authority on the subject. Requests to W. F. Howell, Robert Gair Company, 155 East 44th St., New York, N. Y.

### Marketing Flashes

(Continued from page 32)

sults showing increased sales have been charted through its use." McK & R's liquor line is also pictured large as life and described in a way that should cause stockholders to say, "I am going to try a bottle of that."

Monsanto Chemical Co., St. Louis,

issues an "employees' edition" of its annual report that deserves particular mention. Pictographs show that "for every person employed at Monsanto, over \$10,000 is invested in land, buildings, machinery, raw materials, inventory, etc. In other words, over \$10,000 has been invested to provide your job."

Peaks and valleys of sales are described together with "what is being done to offset 'depressions' as they occur." Other subjects include "What is done with the money Monsanto earns—and how much is my share?"; "What effect has the current 'depression' had?"; "Was 1937 a profitable year? What about 1938?"; "Who are your directors?" Thumbnail sketches of the latter say that most of them "worked their way through college," or "started as laborer." No gold spoons in the mouths of the firm's heads when they began their climb.

Such a cards-on-the-table report will go far toward promoting employee satisfaction, and removing the air of aloof mystery from company operations. Other concerns wishing to let employees behind the scenes could well afford to take Monsanto's frankness as a model.

## Personal Service and Supplies

Cash Basis Only. Remittance Must Accompany Order.

Classified Rates: 50c a line of seven words, minimum \$3.00. No display.

### EXECUTIVES WANTED

#### SALES MANAGER WANTED:

\$3,000 per year plus expenses while traveling. Only those giving complete information will receive consideration. Our own salesmen know of this available position. Box 587, SALES MANAGEMENT, 420 Lexington Ave., New York, N. Y.

#### SALARIED POSITIONS, \$2,500 to \$26,000.

This thoroughly organized advertising service of 28 years recognized standing and reputation carries on preliminary negotiations for positions of the caliber indicated through a procedure individualized to each client's personal requirements. Several weeks are required to negotiate and each individual must finance for moderate cost of his own campaign. Retaining fee protected by a refund provision as stipulated in our agreement. Identity is covered and, if employed, present position protected. If you have actually earned over \$2,500, send only name and address for details. R. W. BIXBY, Inc., 118 Delward Bldg., Buffalo, N. Y.

TO THE MAN OF EXPERIENCE, \$2,400 yearly and up, seeking a new connection, but who wishes to protect, beyond question, his identity and present position, this service, established 927, offers a plan especially geared to present day conditions. Of equal pertinence is our alternate plan for the man, now unemployed, who wants to locate the quickest market for his services. Send name and address only for particulars. J. T. Jennings, P. O. Box 161, Taylor Place, Short Beach, Connecticut.

### HOLLYWOOD ASSIGNMENTS

#### HOLLYWOOD ASSIGNMENTS

Commercial—publicity stills on the movie lots—live house-organ copy—BUSINESS FILMS produced. A. B. LAING, established 6 years at 3626 Lankershim Blvd., Hollywood, Calif.

### LETTERHEADS

#### LETTERHEAD SPECIALISTS

Distinctive, business building, raised letter, letterheads for discriminating executives. No plates required. Write for samples and suggestive layouts. J. L. Larson, Box 1101, Station B, Cleveland, Ohio.

### MAGAZINE SALESMEN

EXPERIENCED OUTDOOR MAGAZINE SALESMEN and crew managers wanted. Expenses paid. Big commissions. Steady employment. North American Trapper, Charleston, W. Va.

### PHOTO AD-CARDS

PHOTO AD-CARDS—NEW, NOVEL, EFFECTIVE mail-order selling. Economical and sure-fire results. Get samples quick. GRAPHIC ARTS PHOTO SERVICE, 291 Market St., Hamilton, Ohio.

### POSITIONS WANTED

N. Y. C. DAILY, ADVERTISING AND Sales Promotion Manager ready for new connection in publishing, radio or allied fields. Well known to agents and advertisers for accomplishing tough tasks. 15 years' experience in all forms of promotion and personal selling, excellent references. Salary requirements moderate. Age 36, college graduate. Address Box 586, SALES MANAGEMENT, 420 Lexington Ave., New York, N. Y.

MARKET ANALYSIS—SALES RESEARCH. Available to take complete charge, or assist active executive, with studies in field of commercial research: market analysis, sales research, distribution, sales statistics, accounting; special investigations. Seventeen years' experience, responsible positions. Box 578, SALES MANAGEMENT, 420 Lexington Ave.,

# COMMENT

BY RAY BILL



**M**ARKETING LAWS SURVEY: Recently the Works Progress Administration announced the approval of a new project to survey state marketing laws throughout the United States. This activity will be under the supervision of Corrington Gill, assistant administrator of WPA, and A. H. Martin, Jr., has been appointed director. A Federal Advisory Committee is to be established, including representatives of the following bureaus and departments: Department of Commerce, Treasury Department, Federal Trade Commission, Business Advisory Council, Bureau of Labor Statistics, Bureau of Agricultural Economics, Consumers' Counsel of the AAA, Consumers' Counsel of the Coal Commission, Department of Justice and the National Resources Board.

The survey of laws to be examined includes three groups: (1) State anti-trust laws, state anti-price discrimination laws (including so-called fair trade laws) and laws set up by state trade commissions; (2) Laws affecting marketing methods, such as control of advertising, trademarks, trade names, cooperative marketing, consumer protection, lotteries, premiums, food, drugs, chain stores and unfair competitive practices in general, and (3) state laws pertaining to marketing specific agricultural and industrial products.

Some points made in Mr. Gill's announcement of the new project are significant: We quote:

Businessmen today are faced with a complicated system of state and Federal laws governing the marketing of goods. The recent trend among state legislatures to adopt laws of this nature together with the passage of the Federal Robinson-Patman and Tydings-Miller Acts make it necessary for them to adjust old merchandising policies to fit this new legislative pattern.

To accomplish this difficult adjustment, businessmen must await a series of clarifying court decisions under these laws; they must understand the legal implications of the laws themselves, including the differences in terms as they vary from state to state; and also they must have adequate information as to the present and probable future economic impact of these laws upon trade and the consuming public.

Many of these state laws are not in harmony with existing Federal statutes, nor with similar laws in neighboring states. Any proposal to revise either state or Federal laws affecting the marketing of goods to bring them abreast of modern business techniques must take into account the legal and economic implications found in all the state laws now on the books.

This legal and economic information is also important to public and private agencies organized to protect interests of consumers. At present, such agencies without adequate data can only speculate as to the effect these laws may have on the consumer's pocket-book.

Undoubtedly there is a crying need for a competent survey of the laws which affect modern selling and marketing.

The situation, viewed nationally, has indeed become so complex and conflicting that sales executives are forced to devote far too much time as students to rapidly evolving laws and too little time is left for concentration on the all-important work of selling more goods and creating more jobs. It is to be noted that in this survey economic data will be sought relative to the effects of these same laws on trade and consumer price levels and upon established merchandising and advertising policies.

This latter objective is, of course, also a sound one, but on this phase there is a special need of *non-partisan* collection of data and analysis thereof. Any effort to prove any pre-determined theories of any kind should be scrupulously avoided and, in our judgment, intellectual integrity and competency should be strongly fortified by the help of experienced sales executives who understand in realistic degree not only the theory but also the practice of selling. *To this latter end, we vigorously urge that the National Federation of Sales Executives be given proper representation on the Advisory Committee, and that the help of experienced sales executives be enlisted over a wide front and in all possible directions.*

As a further constructive suggestion, we recommend that the survey in its final form also include similar treatment of the Federal laws which affect marketing. The Federal laws must necessarily be taken into full account by anyone trying to understand and live up to existing marketing laws. At the present time it is no more than fair to say that there is just about as much confusion about Federal laws which affect marketing as about state laws bearing on the sales side of business. The survey cannot, therefore, be considered comprehensive unless it also covers those phases relating to the Federal Government.

Finally, we suggest that everything possible be done to expedite the release of the final report. Almost every American knows full well that our national problem is not nearly so much one of over-production as of under-consumption. Therefore, if, as seems highly probable, national and state laws are slowing up the flow of goods and services, it is vitally important to get quick action and in the public interest, when the survey is ready for release, the government should go whole hog in providing for wide-scale distribution of the survey, especially among those whose daily work it is to direct the sales side of American business.



## A YOUNG MAN'S FANCY

... is another man's customer. That's what makes selling such an interesting game. For a *profit* is not without honor save in his own house.

Of course, exceptions prove the rule—and most wives are exceptional. But, pretty is as pretty does and when she needs furniture, branded drugs, groceries, cosmetics, a radio, a car and a refrigerator, she can do plenty to change a young man's thoughts from love.

All the world loves a lover—especially the fellow with something to sell young people in the "Age of Accumulation." He

figures that all's fare in love and merchandising—the higher the fare the better. So he aims his shots in the direction of young people between 25 and 35.

Although these spendsters make up only *one-fifth* of all prospects—they prove the old adage that a package in the hand is worth two in the stock room . . . and they always take *twice* their share with them.

Among all the large national magazines, *Cosmopolitan* introduces manufacturers to a larger percentage of these young people than any other. It peaks highest in the "Age of Accumulation."

Copyright, 1938, Hearst Magazines, Inc.



# HOW PROFITABLE ARE YOUR VOLUME MARKETS?

The New York Times

Sales managers are coming to the conclusion that the only true way to evaluate a volume market is to measure its profits. Facts just gathered by our market research department enable you to give this profit evaluation to volume markets in New York City.

Although this table shows only how grocery products sell here, the principle it demonstrates applies to all advertised staples — above-average-income families are the quickest and most profitable source of volume business.

Many successful advertisers are applying this principle to the solution of one of today's most pressing problems — how to get more profit out of volume business. They are concentrating more of their effort among New York's above-average families . . . a profitable concentration made easy by the fact that The New York Times reaches more of these families than any other newspaper.

## HOW GROCERY STAPLES ARE SOLD IN NEW YORK CITY

showing percentage of city's total tonnage sold in high, medium and low neighborhoods — classified by family purchasing power

### RETAIL GROCERY STORES

| PRODUCT               | 14%                             | 32%                               | 54%                            |
|-----------------------|---------------------------------|-----------------------------------|--------------------------------|
|                       | SERVE<br>HIGH AREAS<br>AND SELL | SERVE<br>MEDIUM AREAS<br>AND SELL | SERVE<br>LOW AREAS<br>AND SELL |
| PACKAGED TEA .....    | 34%                             | 45%                               | 21%                            |
| CITRUS FRUITS .....   | 34%                             | 41%                               | 25%                            |
| CRACKERS .....        | 34%                             | 33%                               | 33%                            |
| PINEAPPLE JUICE ..... | 29%                             | 40%                               | 31%                            |
| PACKAGED COFFEE ..... | 29%                             | 38%                               | 33%                            |
| SOAP POWDER .....     | 26%                             | 36%                               | 38%                            |
| LAUNDRY SOAP .....    | 25%                             | 41%                               | 34%                            |

Above-average families are less numerous than below-average families. Yet they form an equivalent tonnage market for advertised goods. Quicker turnover (because they respond more quickly) and fewer outlets (because each outlet serves more families) make them the most profitable tonnage market available.

COMPLETE INFORMATION ON THE NEW YORK TIMES MARKET FINDINGS WILL GLADLY BE SENT INTERESTED EXECUTIVES WHO SPECIFY PARTICULAR PRODUCTS OR TYPES OF PRODUCTS THAT CONCERN THEM. DR. GEORGE GALLUP, NOTED RESEARCH AUTHORITY, CHECKS AND APPROVES THE METHODS AND PROCEDURES USED IN MAKING THESE STUDIES.

'ALL THE NEWS THAT'S FIT TO PRINT'